



CDSS

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DIRECTOR

STATE OF CALIFORNIA—HEALTH AND HUMAN SERVICES AGENCY

**DEPARTMENT OF SOCIAL SERVICES**

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ARNOLD SCHWARZENEGGER  
GOVERNOR

March 10, 2010

Mr. Patrick Duterte, Director  
Solano County Health and Social Services  
275 Beck Avenue, MS 5-200  
Fairfield, CA 94533+

Dear Mr. Duterte:

The purpose of this letter is to approve Solano County's 3-Year System Improvement Plan (SIP) submitted to the California Department of Social Services (CDSS) on February 18, 2010, as part of the California Child and Family Services Review (C-CFSR). Both the Children's Services Outcomes and Accountability Bureau (CSOAB) and the Office of Child Abuse Prevention (OCAP) have reviewed and approved the integrated SIP.

**Children's Services Outcomes and Accountability:**

The CSOAB has conducted an analysis of Solano County's Quarterly County Data Reports and SIP. At this time, we concur with the direction and the overall strategies for improvement. We also concur with the county's prioritization of activities for this upcoming SIP period.

On a quarterly basis, Solano County will continue to be contacted by Donald Henderson, your CSOAB consultant, to obtain updates on SIP implementation and county performance on all of the outcome indicators. In the event that the Quarterly County Data Report indicates a negative data trend or insufficient progress in any of the outcome indicators, including those not contained within the SIP, CDSS will contact the county to request an amendment to the SIP.

**Office of Child Abuse Prevention:**

The Child Abuse Prevention, Intervention, and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP) and Promoting Safe and Stable Families (PSSF) programs core requirements have been met. The Solano County's CAPIT/CBCAP/PSSF plan addresses how prevention activities are coordinated and how services will be provided during the three-year SIP period. As a reminder, all county CAPIT/CBCAP/ PSSF allocations **must** be expended during the state fiscal year allocated. This will assist the CDSS to meet federal and state reporting requirements. The plan should be reviewed annually to reassess program requirements and local service needs. Any updates to the plan that impact CAPIT/CBCAP/PSSF resources are to be reported in the annual report. Instructions for the annual report will be released under an All County Information Notice. Any questions regarding the CAPIT/CBCAP/PSSF plan will continue to be responded to by your OCAP consultant, Patricia Harper.

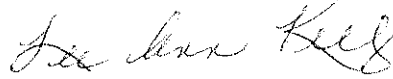
Mr. Patrick Duterte, Director  
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We appreciate Solano County's commitment to the C-CFSR process and to continuous improvement of outcomes for children and families. Should you have any questions, please contact your CSOAB consultant, Donald Henderson, at (916) 651-8119, or by email at [chldserv@dss.ca.gov](mailto:chldserv@dss.ca.gov) and/or your OCAP consultant, Patricia Harper, at (916) 651-6711 or by email at [Patricia.Harper@dss.ca.gov](mailto:Patricia.Harper@dss.ca.gov).

Sincerely,



ELLIE JONES, MSW, Chief  
Children's Services Operations  
and Evaluation Branch



LEE ANN KELLY, Acting Chief  
Office of Child Abuse Prevention

c: Isabelle Voit, Chief Probation Officer  
Linda Orrante, Deputy Director CWS

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# 2010 Solano County System Improvement Plan



Department of Health & Social Services Child Welfare Services Division,  
Solano County Children's Alliance and Juvenile Probation Services

**January 16, 2010**

*Enduring Wisdom . . .*

*According to [Aboriginal] tradition, children are gifts from the spirit world and have to be treated very gently lest they become disillusioned with this world and return to a more congenial place. They must be protected from harm. . . They bring a purity of vision to the world that can teach their elders. They carry with them the gifts that manifest themselves as they become teachers, mothers, hunters, counselors, artisans and visionaries. They renew the strength of the family, clan and village, and make the elders young again with their joyful presence. (Royal Commission on Aboriginal People, 1196:2:23)*



Promoting Healthy Communities

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## **A. The SIP Narrative**

1) A diverse group of staff, other agency personnel and community stakeholders, who comprised the Self Assessment Planning Team, was invited to continue their involvement in the development of the System Improvement Plan (SIP). Participants in the SIP included county staff from a variety of disciplines, and community members from multiple community based organizations, as well as biological parents.

### **Meetings**

- November 4, 2009: discussed prevention outcomes and funding
- November 16<sup>th</sup>: made decision about which outcomes to target and strategies
- November 17<sup>th</sup>: management meeting to go over strategies and choose target goals
- November 20<sup>th</sup> with OCAP and Probation representatives to plan for collaborative preparation of the SIP (scheduled writing times; decided teams, etc.)

### **Core Team Representatives:**

- Child Welfare Services (CWS) administrators, managers and staff
- Probation Administrators
- California Department of Social Services
- Presiding Juvenile Court Judge
- The Children's Network of Solano County
- Children's Trust Fund Commission
- County BOS designated agency to administer CAPIT/CBCAP/PSSF Programs
- County Health Department
- County Mental Health
- Solano County Office of Education/CAPC
- Solano County SELPA
- Parent/Consumer
- Solano County Foster Parents Association
- Resource Family/CAPC
- Foster Youth

### **Stakeholders:**

- County Alcohol & Drug Department
- Court- Appointed Special Advocates
- Children's Alliance/CNP

In addition to the Child Welfare Services Outcomes System Summary data provided to counties by the California Department of Social Services, issue-specific, qualitative information gathered by outside peer experts during Solano's PQCR identified factors contributing to the delivery of effective social work/probation practice, policies and procedures as well as to barriers and challenges impacting practice, policies and procedures. In January of 2009, Solano County CWS completed its second PQCR.

Following the PQCR, the second process in the cycle of this comprehensive review, the County Self Assessment, afforded Solano County CWS opportunity for the quantitative analysis of child welfare data. To this end, the planning committee held the following four meetings with stakeholder groups to review County child welfare outcome statistics, programs and current performance:

Child Protection Staff	July 14, 2009
All Required Stakeholders	July 22, 2009
Probation Staff	August 5, 2009
Prevention Staff and Stakeholders	August 5, 2009

The qualitative and quantitative data gathered through the PQCR and Self Assessment was subsequently used by the members of the Planning Committee to help drive the decision making process that culminated in the prioritization of information that has been integrated into the SIP.

## **2) Outcomes Needing Improvement**

Inherent in the CWS Outcomes and C-CFSR Data Indicators is an accountability system that has established core outcomes central to maintaining a progressive system of child welfare services that assures the unique needs of children and families are met through the promotion of best practices. These outcomes are measured by indicators that make up the County Data Profile. For the purpose of the Solano County CSA, the County Data Report provided to CWS by California Department of Social Services (CDSS) was based on data from the Child Welfare Services/Case Management System (CWS/CMS) for Quarter 4 of 2008.

Reviewing our outcome data in preparation for the PQCR, Solano County determined that our data showed good outcomes for prevention (far fewer children are entering the CWS system) and for children who remain in the system for a short time (our outcomes for reunification within 12 months and for placement stability in the first 12 months were excellent). However, outcomes for children who remain in care longer than 12 months show a sharp decline. Therefore, our PQCR focused on placement stability (24 months in care).

The Self Assessment revealed a need to continue to focus on permanency for children/youth. In the Self Assessment, the county proposed to consider four (4) outcomes for the SIP: S1.1 No Recurrence of Maltreatment, C3.1 Exits To Permanency (24 Months In Care), C4.3 Placement Stability (At Least 24 Months In Care) and C2.1 Adoptions Within 24 Months (Exit Cohort). In the first planning meeting for the SIP, the county planning team reviewed this proposal and determined instead to focus on only two (2) outcomes: S1.1 No Recurrence of Maltreatment and C3.3 In Care 3 Years or Longer (Emancipated/Age 18). The motivation for this decision was both economic and based on best practice. Given the current economic situation and the reduction of our staff (we estimate that by the time we begin to implement the SIP, our staff will have been reduced from a high of 140 to approximately 98), the county feels the need to develop a conservative plan which we hope to achieve thus leading to our desire to focus on only two outcomes. Albeit, CWS will be concentrating on (2) two outcomes, we are aware that there are others in which improvement is needed; therefore, CWS will continue to hold to ourselves accountable to maintaining levels that meet the national standards as well as to improving outcome measures that do not meet standards.

During the CSA, Probation focused on only one (1) outcome, C3.3 In Care 3 Years or Longer (Emancipated/Age 18), and will be using this outcome for the SIP.

The best practice piece of or decision to focus on two (2) outcomes is our belief that anything done to impact Exits to Permanency for children/youth at the end of the system will also positively impact all permanency outcomes, including adoptions and

placement stability; thus most of the strategies for both permanency outcomes will be the same.

Our first measure, S1.1 No Recurrence of Maltreatment, was selected because the state requires a safety outcome to be included and because of the team's belief that No Recurrence of Maltreatment is an essential, basic goal.

Taking into account current economic factors and the information gathered during the CSA and the PQCR, the outcomes agreed to by the planning committee for inclusion in the 2110 SIP are as follows:

## **A2) Safety 1: Children are first and foremost, protected from abuse and neglect.**

**Measure S1.1 No Recurrence of Maltreatment:** Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

### **Rational for Prioritization of No Recurrence of Maltreatment**

No Recurrence of Maltreatment was not a CWS focus of the Solano County CWS PQCR. Consideration for incorporating this outcome measure in the SIP was primarily based on evaluation of CWS performance on this measure. With a performance of 91.7% for Quarter 4 2008, Solano County CWS showed a slight decline although only 2.9 percentage points below the national goal/standard. According to the most recent Outcomes System Summary for Q1 2009, with a performance score of 90.95, CWS was below the national goal/standard by 3.7 percentage points, representing a 21.62% increase in recurrence of maltreatment. With this decline in performance that CWS is showing (although this may represent only a small number of children given Solano County's numbers) and with the gravity of potential consequences to children if it is not monitored, No Recurrence of Maltreatment will be one of the focuses for Solano County CWS' System Improvement Plan.

## **A3) Improvement Targets or Goals**

Solano County's performance on this outcome in Quarter 4 2008 was 91.7; however, the quarterly data we receive shows that our performance for Quarter 1 2009 dropped to 90.9. Taking this recent drop into consideration along with the knowledge that a small number of children can have a serious impact on Solano County's data in this area, the decision was made to set a goal of 93% which would require us to regain the lost ground plus an additional 1.3% for a total of 2.1% over the life of the SIP (.7% per year). This very limited goal takes into consideration the impact small numbers make on this data as well as the severe reduction in staff recently experienced by Solano County. It may be that the county can improve more than this, but it is also possible that future reductions in staff or other resources may make this goal unreachable. The SIP will be a working document which will reflect the challenges faced by Solano County along with other counties and the state in working towards continuous improvement.

## **A4) Recurrence of Maltreatment Literature Review**

The history of maltreatment and number of referrals is the most important factor associated with recurrence of maltreatment. Children with a history of maltreatment are six times more likely to have recurrence than children who have not experienced maltreatment and the risk of recurrence increases after each maltreatment event.



**Type and Severity of Abuse**

- Families that experience neglect have a 32 to 53% higher likelihood of recurrence of maltreatment.
- Families that experience multiple types of abuse have a higher likelihood of recurrence of maltreatment.
- The more severe the abuse the more likely there will be recurrence.

**Child Factors that Contribute**

- Age: younger children, age 0 to 5 years, are more likely to experience recurrence while children 12 to 17 years old are less likely.
- Children with developmental disabilities are more likely to experience recurrence, including children with learning disabilities.

**Parent Factors that Contribute**

- Families where substance abuse was a presenting problem, particularly alcohol, were more likely to experience recurrence of maltreatment.
- In families where domestic violence was a presenting problem the families were 1.5 times more likely to experience recurrence of maltreatment.
- In families that presented where the parent(s) had a history of mental health problems the families were more likely to experience recurrence maltreatment. In families where the caretaker was emotionally disturbed the families were 11.7 times more likely to experience recurrence of maltreatment.
- The more children in the family the higher the likelihood of maltreatment.
- Single parents families were more likely to experience recurrence of maltreatment.
- Families with a stepparent who has never been married and has no history of maltreatment a child were more likely to experience recurrence of maltreatment.

**Family/Environment Factors that Contribute**

- Families that have had a child previously placed with child welfare in out of home care were more likely to experience recurrence of maltreatment.
- Children living in rural and/or economically depressed areas were more likely to experience recurrence of maltreatment.
- Families who had a lack of social support and high family stress were more likely to experience recurrence of maltreatment.
- If families were unable to engage in agency services in previous maltreatment events, they were more likely to experience recurrence of maltreatment.
- The longer that families engaged in services previously was associated with less recurrence of maltreatment.
- Families experiencing poverty were positively associated with recurrence of maltreatment.
- Compliance with service plans is associated with lower rates of recurrence

**Agency Factors**

- Agencies often have data reporting issues when collecting information on recurrence of maltreatment. A review of how an agency collects data often impacts their outcomes in this area.
- The use of accurate, reliable risk and safety assessments and planning tools that have been well implemented throughout the agency appears to decrease recurrence of maltreatment by 28%.
- The use of a diversified response system decreases recurrence of maltreatment.
- Family involvement in service planning increased family engagement which decreases the likelihood of recurrence.

- When agencies do multi-factor and prioritized assessments that identify interventions specifically targeted at risk and safety factors recurrence of maltreatment decreases.

#### **A5) Recurrence of Maltreatment: Current Activities In Place**

Solano County rolled out Team Decision Making at the end of 2006, and has been fully operational, serving the city of Vallejo, since 2007. In addition, the county has followed the philosophy of "once a TDM family, always a TDM family" so that new TDMs occurred at times of change for these children/families. This strength-base, solutions oriented model gathers as many concerned and invested people as possible to work together to find the best solutions and plan for the safety, permanency and wellbeing of a child. The team can consist of, but is not limited to, parents, relatives, current foster parents, the child, community partners, faith-based organizations, service providers, tribal representatives, a caseworker, and/or a supervisor and other staff. The breath of resources and services identified by the TDM team may provide families with a network of support that can be the stabilizing factor which ultimately mitigates the potential for recurrence.

In 2006, Solano County began using the Structured Decision Making (SDM) tools to assess response to referrals, safety, and risk, as well as family needs. The tools guide the decision to investigate response timeline and whether to promote to a case. The SDM tools also target the most essential elements of a service plan for a family so that energy can be focused where it is most needed. ER workers determine if a case will remain open for 30 days in order to provide short-term case management services.

These services include, but are not limited to, referrals to community resources such as:

- Family Resource Centers that receive the majority of the CBCAP/CAPIT/PSSF funding and play an important role in preventing and reducing the recurrence of child abuse and neglect, and in assisting families to enhance family capacity to provide for their children's needs. The FRCs are community-based sites which have forged close ties with families and other service providers in the local area. Many of the families served at the FRCs have children at risk of abuse and/or neglect due to poverty, homelessness, isolation, and lack of access to resources or support services.
- Substance Abuse Services
- Domestic Violence Services and/or
- Solano County Mental Health Access, for adults and children to provide assessment for possible services.

In addition, at the time of the referral response, families that are identified through the SDM Risk and Safety assessment to be appropriate for services are offered Voluntary Family Maintenance (VFM) for a period of up to six months. Both voluntary and court ordered Family Maintenance cases receive services targeted to improve parents' ability to adequately meet children's needs. The SDM tools assist in determining priority service areas and in the frequency of contact with family.

Finally, with the efficiency of the SDM tools as wells as with ER 30-day, short-term case management services, Voluntary Family Maintenance services, Team Decision Making and the support of the FRCs, CWS anticipates that these activities along with the possible enhancement of them will continue to show a positive effect on this outcome over the next few years.

**A6) New Activities:** Due primarily to substantial budgetary cut backs resulting from economic crisis in California and specifically in Solano County, CWS' philosophy for the recent future is to strengthen and expand on the existing strategies rather than attempt to implement new ones.

**A7) Link Activities to Outcomes (via a logic model)** Please see Attachment A

**B2) Permanency 1: Children have permanency and stability in their living situations without increasing reentry to foster care**

**Child Welfare Services**

**Permanency Composite 3: Measure C3.3 In Care 3 Years of Longer**

**(Emancipated/Age 18)** Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer?

**Rational for Prioritization of Exits to Permanency**

**Child Welfare**

**C3.3 In Care 3 Years of Longer (Emancipated/Age 18)**

Data included in the CSA indicated that Solano County consistently has not met the national goal/standard on this measure. The Q4 2008 reporting period showed that at 56.8%, Solano County was 19.3 percentage points from the national goal of 37.5%. According to the most recent CWS Outcomes System Summary for Q1 2009, with a performance score of 63.0%, CWS did not meet the national goal/standard by 25.5 percentage points.

The focus of Solano County's PQCR was Placement Stability. The PQCR findings for this measures and data from the CWS Outcomes System Summaries showed that on two of the measures, C4.1 Placement Stability (8 Days to 12 Months) and C4.2 Placement Stability (12 to 24 Months In Care), Solano County CWS' service delivery continued to support stability for children; however, for those who remain in care for 24 months or longer, stability significantly decreased. The cohort most affected by this tends to be older youth, and as literatures suggests, the longer a child is in long-term foster care and the more times that child moves it becomes less likely that the child will achieve permanency. It is our expectation that focusing and improving permanency rather than stability will also lead to improvement in the other permanency outcomes.

**Probation**

**C3.3 In Care 3 Years of Longer (Emancipated/Age 18)** Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer?

The average age for youth entering placement in Juvenile Probation is age 16. The vast majority of probation youth are in placement due to the need for long term mental health treatment or to having committed a sex offense. As such, reunification is often difficult. The focus for the Peer Quality Case Review (PQCR) was to examine the reasons that the majority of our youth emancipate out of care rather than being reunified with a parent or another caring adult. Some of the system issues identified in the PQCR that were considered in the Planning Committee's decision to include this measure in the 2010 SIP are:

- The need for in-home supportive services for parents and children when a child returns from the more structured environment of placement back into the home.
- The ability for Intake Probation to engage the family in a child's treatment efforts is essential to successful early permanency. Engaging the parent when the child first comes into Juvenile Probation would enhance the ability of the placement probation officer to engage parents in reunification and/or permanency planning.
- There is a need for Probation Officers to have the skills to connect with hard-to-engage parents and treatment facility staff to ensure that progress toward the case plan goals is being made.

Outcome data are not available on this outcome; however, effective October 2010, probation data will be entered into CMS/CMS and as such data for our specific population can be extracted and analyzed.

### **B3) Improvement Targets or Goals**

Solano County's performance on this outcome in Quarter 4 2008 was 56.8; however, the quarterly data we receive shows that our performance for Quarter 1 2009 increased to 63.0. Taking this recent increase into consideration, the decision was made to set a goal of 51% which would require us to regain the lost ground plus an additional 5.8% for a total of 12% over the life of the SIP (4% per year). Solano County made the determination to set this goal with the knowledge in mind that we have a larger number of children in this category thus the data is less impacted by small numbers of children. While this goal is still some distance from the national standard, it takes into consideration the severe reduction in staff recently experienced by Solano County along with the loss of funds to community based services which support this outcome. It may be that the county can improve more than this, but it is also possible that future reductions in staff or other resources may make this goal unreachable. The SIP will be a working document which will reflect the challenges faced by Solano County along with other counties and the state in working towards continuous improvement.

### **B4) CWS Exits to Permanency Literature Review**

#### **Assessment**

- Early initial assessments of children, parents and their needs lead to better placement matching and services delivered that support well-being and lead to permanency.
- Thorough assessments of children and parents including: mental health/behavior, education, development and substance use/abuse lead to better service delivery that support healthy families and lead to permanency.

#### **Placement**

- Older children when placed in foster care are more likely to stay in foster care (age 12 years and up).
- Children who are placed in kin care are more likely to achieve permanency and experience less placement moves.
- Children in long-term foster care often have emotional, educational, behavioral, health and social problems.
- The longer a child is in long-term foster care and the more times that a child moves make it less likely that they will achieve permanency.
- Every time a child moves placements it increases the likelihood that they will move again.

- Children and youth do better in all child well-being outcomes if they are placed in a home like environment (group care has the poorest outcome for permanency)
- The sooner a child has permanency the more likely that they will be able to sustain it.

### **Care Planning and Concurrent Planning**

- If families are involved and engaged in case planning they are more likely to succeed.
- Working with strengths increases family engagement.
- Children who have a range of permanency options from the beginning are more likely to have permanency.
- The more that concurrent planning is built into every aspect of the case the more likely the child is to find permanency.
- Exploring options for permanency early and often leads to success.
- With older adolescents exploring family members again is often successful (revisiting reunification).
- With older adolescents exploring their often conflicting feelings about permanency supports success.
- Exploring caregiver concerns and conflicting feelings about permanency leads to success.
- Practicing the concept of “shared parenting” between all caregivers and family members for a child leads to success.

### **Connections**

- Youth who age out of foster care have the best outcomes if they stay connected with foster families.
- Youth who maintain relationships with their sibling have better outcomes in early adulthood.
- The less school moves the better youth do academically.

## **B4) Probation Long-term Care Effective Permanency Services – Literature Review**

### **Prior to Placement**

- Completing a comprehensive assessment of the parent’s and child’s strengths, problems, needs and resiliency traits supported the development of a targeted case plan that supported sustainable permanency.
- Involving the family in the assessment, decision-making and planning when the child first becomes involved with Probation was associated with successful permanency.
- Assessment of the youth’s future goals and keeping those at the forefront of the work with the youth was associated with early permanency.

### **During Placement -Planning for Transition Home**

- The earlier that planning for transition from out of home placement happens the better the outcome for the youth.
- When a “team” approach was used to engage the youth to promote positive behavior change outcome was improved.
- When a “team” approach was used that involved all providers, staff, family, youth and stakeholders to develop a targeted aftercare plan the outcome was positive.

- The development of a positive relationship between the youth and the probation officer and the family and the probation officer, where the probation officer could stay with the youth through the transition period of returning home, was associated with successful outcomes.

#### **Aftercare – Returning Home**

- Having services that addressed the special needs of the youth once they return from care was associated with positive outcomes.
- Having consistency of planned services with many adults involved, once a youth returns home was associated with positive outcomes.
- Having immediate consistency of structure and rules, with immediate consequences for non-compliance was associated with positive outcomes.
- Holding youth accountable for their behavior and consequences of their behavior was associated with positive outcomes.

#### **B5) In Care 3 Years of Longer (Emancipated/Age 18): Current Activities In Place (CWS)**

*California Permanency for Youth Project (CPYP):* The goal of CPYP is that no youth will leave the foster care system without a committed relationship to at least one adult.

*California Connected by 25 Initiative (CC25I):* The goals of this initiative include reducing the incidence of homelessness and incarceration, among youth and enabling them to succeed in adulthood.

*Life Conferences:* The Juvenile Court Judge developed a plan for a separate calendar time for transition age youth so more time could be spent during the court process in concentration on the youth's needs for a successful emancipation.

*Transitional Housing Placement Program (THP+):* The goal of THP+ is to provide eligible transitional age youth with assistance for "moving into" apartment costs, rent, food, self reliance planning, health and mental health needs, as well as employment and education.

#### **B5) In Care 3 Years of Longer (Emancipated/Age 18): Current Activities In Place (Probation)**

*Family Finding:* The focus for Probation is to connect all youth who have been in our system for a number of years and whose parents are unable to care for them, with an extended family member. The goal is to achieve permanency and establish life long connections to all youth who exit the juvenile justice system.

*CC25I and CPYP:* Probation collaborates with CWS on these initiatives.

**B6) New Activities:** Due primarily to substantial budgetary cut backs resulting from economic crisis in California and specifically in Solano County, CWS is unable to implement new activities. CWS' philosophy for the recent future is to strengthen and expand on the existing strategies rather than attempt to implement new ones.

**B7) Link Activities to Outcomes** (via a logic model) Please see Attachment B

**8) Integration of CSA, PQCR and CWS/Probation Planning Process Into CAPT/CBCAP/PSSF Plan.** Information gathered during the CSA process, particularly the continued and unmet needs identified by CWS, has been vital in determining how CBCAP/PSSF/CAPIT funding will be utilized in the next three years. Child Welfare's Federal Measures have also been taken into account, as any funding which supports Family Resource Centers (FRCs) and their coordination has a direct impact on Child Welfare-involved families served by the FRCs. Specifically, Family Resource Centers work with all families in the community in an attempt to keep families at-risk of CWS involvement out of the system, as well as with families who have been previously involved with CWS to remain supported and stable in the community, thus providing the type of intervention that may preclude recurrence of maltreatment (Federal Safety Measure S1.1). In addition, FRCs provide needed services to families in the reunification process. A newly identified area for collaboration with the FRCs involves the needs of families of Probation youth. The FRCs have probably already been serving some of this population among the families who come to them, but there has been no way to identify them nor any formal process for Probation to make referrals. Establishing a referral and tracking process will be one of the objectives of the SIP.


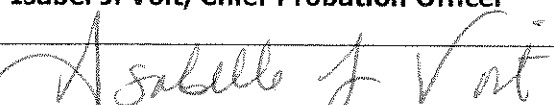
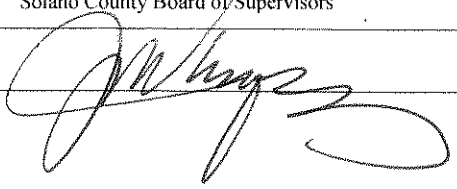
Solano County conducts Requests for Proposals (RFP) on all of its prevention service contracts. RFPs are generally three year contracts with additional increments of one year extensions based on successful performance not to exceed a total of five years.

The County intends to enter into new contract agreement with an effective period of 2011-2014 for the new contract term.

Please see Attachments D and E for PQCR and CSA Executive Summaries.

## Part 1-CWS/Probation

## CWS/Probation Cover Sheet

California's Child and Family Services Review System Improvement Plan	
County:	Solano County
Responsible County	Solano County
Child Welfare Agency:	Solano County Child Welfare Services
Period of Plan:	January 19, 2010 through January 15, 2013
Period of Outcomes Data:	CWS Outcomes System Summary for Solano County-- 07.01.09: Report publication: JUL2009. Data extract: Q4 2008. and CWS Outcomes System Summary for Solano County-- 10.06.09 Report publication: OCT2009. Data extract: Q1 2009.
Date Submitted:	
County System Improvement Plan Contact Person	
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Signature:	
Submitted by:	County Chief Probation Officer
Name:	Isabelle J. Voit, Chief Probation Officer
Signature:	
Board of Supervisors (BOS) Approval	
BOS Approval Date:	February 2, 2010
Name:	JOHN M. VASQUEZ, Chair Solano County Board of Supervisors
Signature:	

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## **2. CWS/Probation Narrative**

### **SIP Selected Outcomes: Additional Narrative Information**

During the evaluation our outcomes in preparation for the PQCR, Solano County determined that our data showed good outcomes for prevention (far fewer children are entering the CWS system) and for children who remain in the system for a short time (our outcomes for reunification within 12 months and for placement stability in the first 12 months) were excellent. However, outcomes for children who remain in care longer than 12 months show a sharp decline. Therefore, our PQCR focused on Placement Stability (at least 24 months in care). Probation's focus was measure C3.3 In Care 3 Years or Longer (Emancipated/Age 18).

The Self Assessment revealed a need to continue to focus on permanency for children/youth. On November 16<sup>th</sup>, the members of the SIP Planning Committee met to prioritize outcomes that would be integrated into the SIP. Information that went into decision making process included quantitative data from the CWS Outcomes System Summary Q4 2008 and Q1 2009 as well as qualitative information that was gathered during the CSA breakout focus groups, in which stakeholders reviewed the available research with regard to safety and permanency. At this juncture, the planning team proposed focusing on only two outcomes: S1.1 No Recurrence of Maltreatment and C3.3 In Care 3 Years or Longer (Emancipated/Age 18). Following this meeting, on November 17<sup>th</sup>, the CWS Executive Committee, the Deputy Director, Administrator and Managers, met to consider the planning team's findings and to make any further recommendations with regard to the selection of SIP outcomes. The Executive Committee concurred with the planning team's recommendation to focus on the two outcomes.

The rationale for the decision to select two (2) outcomes was based on sound business practice in times of limited resources and economic concerns as well as on best practice that takes into consideration the fact improvement strategies included in the selected outcomes will work to affect desired change in others. Like most California counties, the impact of the current economic crisis continues to have deleterious effects on families and children as well as on Solano County's Child Welfare System. At this time, CWS is experiencing the potential for having to operate with reduced staff which will effectively necessitate providing essential services only. From a high of 140 staff at the end of 2007, CWS expects to have only 98 staff remaining by 2010 (a reduction of approximately 30%); in addition, five of these 98 are currently vacant and may ultimately be deleted rather than filled. An additional five staff- whose positions cannot be filled for two years - have taken early retirement. Should this happen, the number of case management staff will have been reduced from 58 to 47. In addition, several other positions integral to providing optimal services to our children and families have been eliminated: the social work position that has oversight for ILSP and THP+, the in-house substance abuse assessment position has been returned to the Substance Abuse division (we can still make referrals there for service, but can no longer provide immediate access through co-located staff), and the CWS ombudsman contract was first cut in half and then eliminated completely. Further, all of the support staff (Social Service Workers and Social Worker IIs) may be subject to layoff leaving the case managers to provide all the services with which the support staff has assisted (transportation, visitation, parent engagement, etc.) Several case management staff will need to cover functions previously handled by Social Worker IIs such as Intake Screening and Licensing. This scenario paints a bleak picture that will require higher caseloads without the assistance

of support staff to meet the needs of children and families as well as the possible elimination of other ancillary services. Solano County's contract service providers have experienced a 10% cut in their contracts, which translates into less staffing and/or less services available to families and children. Therefore, due to the circumstances delineated above, the county feels that it is imperative to develop a conservative plan which we can hope to achieve. CWS management has reviewed the list of strategies that have been suggested by the state, and agreed to include some of them in the current SIP. However, neither CWS nor our community partners have the staff or the resources to implement many of those suggested in spite of the significant overmatch already provided by the county. During the next three years, if the economic situation permits, it is CWS' and Probation's intention to augment the updated SIP with the strategies that were unable to be incorporated at this time.

At this time, CWS has decided to join with Probation in focusing on measure C3.3 In Care 3 Years or Longer (Emancipated/Age18) rather than Exits to Permanency (24 months) in order to conserve resources and to collaborate with Probation on this outcome wherever possible. The best practice piece of the decision to select this outcome is our belief that anything done to impact Exits to Permanency for children/youth at the end of the system will also positively impact all permanency outcomes, including placement stability (which was originally selected).

Finally, the safety measure, S1.1 No Recurrence of Maltreatment, was selected because the state requires a safety outcome be included in the SIP and primarily, and because of the planning team's belief that No Recurrence of Maltreatment is an essential basic goal.

#### **Program Improvement Plan (PIP)/SIP Support**

As stated above, CWS has chosen the safety measure S1.1 No Recurrence of Maltreatment as a focus of the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement to the PIP are as follows.

***PIP Strategy IV: Expand options and create flexibility for services and supports to meet the needs of children and families.***

According to the literature:

- Families who had a lack of social support and high family stress were more likely to experience recurrence of maltreatment.
- If families were unable to engage in agency services in previous maltreatment events they were more likely to experience recurrence of maltreatment.
- The length of time that families engaged in services after the first instance was associated with less recurrence of maltreatment.
- Families experiencing poverty were positively associated with recurrence of maltreatment.

***Supportive SIP Strategy 1. 1: Strengthen collaboration between CWS and FRC Network.***

Solano's FRCs are neighborhood-based agencies that provide services to support families and strengthen communities. The FRCs help families identify and access local resources to meet their needs, including parenting education, family recreation, job search, transportation, child care, basic needs, etc. as well as offering additional services ranging from mentoring programs to food pantries. While all Solano FRCs provide these core services, each FRC is unique to the community it serves, offering additional services ranging from mentoring programs to food pantries. A more robust partnership between

the CWS and the FRCs will ensure that families receive the types of support services that ameliorate factors associated with recurrence and become more grounded within the community.

***Supportive SIP Strategy 1. 3: Continue to build agency and community support for Team Decision Making (TDM) meetings.***

The process of bringing together birth families, community members, along with resource families, service providers and agency staff to ensure an individualized network of support for the child and the adults who care for them can be a factor in preventing children from entering or reentering the foster care system by immediately identifying support systems that enable children to remain in the home and relative placements as well as establishing lifelong connections for children and their families. In addition, as literature indicates, family involvement in service planning has been associated with increased family engagement which decreases the likelihood of recurrence. The level of engagement inherent in the TDM process that enables input into decisions as to whether to remove children as well as development of a safety plan also contribute to the achievement of the PIP Strategy I. Expand the use of participatory case planning.

***Supportive SIP Strategy 1. 4: Continue to provide intensive short-term (30 day) case management in ER.***

These 30 days provide families and social workers the opportunity to establish a strength based relationship leading to engagement in community based services and increased parenting skills for families at risk of recurrence of maltreatment. In addition, as indicated in the literature, the use of a diversified response system decreases recurrence of maltreatment.

***PIP Strategy VI: Strengthen implementation of the statewide, safety, risk and needs assessment system***

According to the literature:

- The use of accurate, reliable risk and safety assessments that have been well implemented throughout the agency decreases recurrence of maltreatment by 28%.
- When agencies do multi-factor and prioritized assessments that identify interventions specifically targeted at risk and safety factors recurrence of maltreatment decreases.

***Supportive SIP Strategy 1. 2: Continue to build agency support for Structured Decision Making (SDM) program model.***

The use of SDM tools has been successful in identifying the appropriate level of intervention for a family. They have also assisted in prioritizing a parent's needs and focusing on the three most significant goals rather than expecting them to address all needs at one time, thus enabling implementation of the most effective interventions. This allows parents to be more successful with their case plan. The tool also assists in more accurately assessing their progress and readiness to provide care for their children.

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The second area of focus for both Probation and CWS is C3.3 In Care 3 Years or Longer (Emancipated/Age 18). Relevant to this measure, the list of SIP strategies that contribute to the achievement to the PIP are as follows:

***PIP Strategy I:*** *Expand the use of participatory case planning strategies*

According to the literature:

- If families are involved and engaged in case planning they are more likely to succeed.
- Children who have a range of permanency options from the beginning are more likely to have permanency.
- The more concurrent planning is built into every aspect of the case the more likely the child is to find permanency.
- Exploring options for permanency early and often leads to success.

***Supportive SIP Strategy 2.3:*** *Continue to build agency and community support for Team Decision Making (TDM) meetings*

The TDM procedure engaging birth families, community members, along with resource families, service providers and agency staff enables a participatory, team assessment process that identifies and establishes supportive placement and services promoting permanency for youth that remain with him or her through exit from care.

***Supportive SIP Strategy 2. 2:*** *Implement a plan for improved concurrent planning developed in Adoption Unit assessment*

Implementing a plan for improved concurrent planning developed in the Adoption Unit assessment would result in more children/youth exiting to a planned permanent home prior to emancipation, thus reducing the number of children/youth who fall into this outcome group and allowing the county to utilize transitional age youth resources for a smaller number of youth (enhancing services an individual youth might receive without having to increase available resources).

***PIP Strategy II:*** *Sustain and enhance permanency efforts across the life of the case.*

According to the literature:

- Children who have a range of permanency options from the beginning are more likely to have permanency.
- The more concurrent planning is built into every aspect of the case the more likely the child is to find permanency.
- Exploring options for permanency early, often leads to success.
- With older adolescents exploring family members again is often successful (revisiting reunification).

***Supportive SIP Strategy 2. 1:*** *Strengthen use of Family Finding and other such search tools*

Locating relatives or extended family members who can provide placement and/or support for child/youth and family and assist in establishing connections will have a positive impact on preventing entry into care or facilitating timely exit into permanence

***Supportive SIP Strategy 2. 2:*** *Implement a plan for improved concurrent planning developed in Adoption Unit assessment*

Implementing a plan for improved concurrent planning developed in the Adoption Unit assessment would result in more children/youth exiting to a planned permanent home prior to emancipation, thus reducing the number of children/youth who fall into this outcome group and allowing the county to utilize transitional age youth resources for a smaller number of youth (enhancing services an individual youth might receive without having to increase available resources).

***Supportive SIP Strategy 2.3:*** *Continue to implement CPYP strategies for permanence*  
Providing a team assessment approach to identify and establish supportive placement and services will promote permanency for youth that will remain with him or her through exit from care

***Supportive SIP Strategy 2. 4:*** *Continue to implement CC25I Initiative*  
Implementation/enhancement of services will enable foster youth to exit care with stable supportive systems in place to ensure a successful transition to adulthood.

***Supportive SIP Strategy 2. 5:*** *Implement Permanency Team Meetings for all youth in out of home care*  
Foster youth who develop a specific and individualized plan will enable exit from care with stable supportive systems in place to ensure a successful transition to adulthood. In addition, including youth in developing a plan idiosyncratic to their needs will also contribute to the success of the PIP Strategy I: Expand the use of participatory case planning strategies.

<b>Outcome/Systemic Factor #1:</b> S1.1 No Recurrence of Maltreatment				
<b>County's Current Performance:</b> Between 1/1/08 and 6/30/08, 8.3% of Solano County children who had a prior substantiated CWS report experienced recurrence of maltreatment. In addition, Q1 2009 data indicates that Solano County is experiencing a higher rate of recurrence of maltreatment than in previous quarters.				
<b>Improvement Goal 1.0</b> Improve to a rate of 93% of No Recurrence of Maltreatment, an increase of 1.3%				
<b>Milestone</b>	<b>Strategy 1.1</b> Strengthen collaboration between CWS and FRC Network	<input type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Strategy Rationale</b> Enhanced collaboration leading to increased community support will increase likelihood that clients will access available community based services to reduce recurrence of maltreatment	
			<b>Assigned to</b>	
			Ongoing	
			Q2, 2010	
			Q2, 2010	
<b>Milestone</b>	1.1.1 CWS staff will attend quarterly FRC Network meetings	<b>Timeframe</b>		CWS Program Manager, 1 Supervisor from ER, 1 from VFM and 1 from FM/FR, CWS QA/QI Program Specialist
		1.1.2 Enhance referral process to include a closing letter outlining needed services from ER worker which client can provide to FRC		
		1.1.3 Referral feedback from FRC staff to CWS regarding community services provided to referred families and level of family engagement		
ER Manager and Supervisors				
FRC Staff and CWS QA/QI Program Specialist				

Strategy 1. 2 Continue to build agency support for Structured Decision Making (SDM) program model		Strategy Rationale Use of the SDM tools will identify appropriate level of response and intervention to ensure child safety				
Milestone	1.2.1 100% implementation of the hotline and safety tools	Timeframe	<input type="checkbox"/> CAPIT			
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
	ongoing		Assigned to			ER Supervisors and Staff
Q4, 2010	SDM Workgroup					
Q1, 2011	Staff Development					
Q1, 2011	Staff Development					
Strategy 1. 3 Continue to build agency and community support for Team Decision Making (TDM) meetings		Strategy Rationale Provide team assessment identifying support for child resulting in more children remaining at home or in placement with relatives				
Milestone	1.3.1 TDMs will be provided for children removed or at imminent risk for removal throughout Solano County, rather than focused on Vallejo only as in the past	Timeframe	<input type="checkbox"/> CAPIT			
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
	Q2, 2010		Assigned to			ER Manager and Supervisors
Q2, 2010	TDM Workgroup					

<b>Strategy 1.4</b> Continue to provide intensive short-term (30 day) case management in ER		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<b>Strategy Rationale</b> Families and social workers establish a strength based relationship leading to engagement in community based services and increased parenting skills for families at risk of recurrence of maltreatment	
<b>Milestone</b>	<b>Timeframe</b>		Ongoing	<b>Assigned to</b>	ER Staff
	1.4.1 Continue to utilize SDM safety and risk tools to identify appropriate families and to focus on most needed service areas		Ongoing		ER Staff
	1.4.2 Provide short-term case management services including follow-up to ensure engagement with community resources		Ongoing		ER Staff
	1.4.3 Collaborate with community resources which can continue providing supportive services beyond 30 days		Ongoing		ER Staff
<b>Strategy 1.5</b> Continue to provide Voluntary Family Maintenance services for up to six months		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<b>Strategy Rationale</b> Families receive continued CWS and community support to address family issues and reduce risk for maltreatment so that fewer children will experience recurrence of maltreatment	
<b>Milestone</b>	<b>Timeframe</b>		Ongoing	<b>Assigned to</b>	ER Staff
	1.5.1 Continue to utilize SDM safety and risk tools to identify appropriate families and to focus on most needed service areas		Ongoing		Voluntary Family Maintenance Staff
	1.5.2 Provide Voluntary Family Maintenance services for up to six months		Ongoing		Voluntary Family Maintenance Staff and Community Partners
	1.5.3 Collaborate with community resources which can continue providing supportive services beyond six months		Ongoing		



<b>Strategy 1.6</b> Continue to ensure that referrals are made to FRCs, Catholic Social Services, Mental Health, Domestic Violence resources and Substance Abuse to address issues which contribute to recurrence of maltreatment.		<b>Strategy Rationale</b> Ensuring that families receive services to address these issues will help to reduce recurrence of maltreatment as well as entry/re-entry into the system	
<b>Milestone</b>	<b>Timeframe</b>	<input type="checkbox"/> <b>CAPIT</b>	Ongoing
		<input type="checkbox"/> <b>CBCAP</b>	
		<input checked="" type="checkbox"/> <b>PSSF</b>	
		<input type="checkbox"/> <b>N/A</b>	
<b>Milestone</b>	<b>Timeframe</b>	Ongoing	
		Ongoing	
		Ongoing	
		Assigned to	
<b>Strategy 1.7</b> Collaborate with clients and service providers to assure that clients have an adequate after care plan to prevent recurrence of maltreatment and/or entry/re-entry to care	<b>Strategy Rationale</b> A family's access to ongoing follow up services developed in collaboration with them as a plan for after care can reduce recurrence of maltreatment and/or entry/re-entry to care.	<input type="checkbox"/> <b>CAPIT</b>	
		<input type="checkbox"/> <b>CBCAP</b>	
		<input checked="" type="checkbox"/> <b>PSSF</b>	
		<input type="checkbox"/> <b>N/A</b>	
<b>Milestone</b>	<b>Timeframe</b>	Q2 2010	
		Q2 2010	
		Assigned to	
		CWS Supervisors	
<b>Milestone</b>	<b>Timeframe</b>	CWS Supervisors	
		CWS Supervisors	
		Assigned to	
		CWS Supervisors	

<b>Outcome/Systemic Factor #2:</b> C3.3 In Care 3 Years of Longer (Emancipation/Age18)						
<b>County's Current Performance:</b> Between 1/1/08 and 12/31/08, 56.8% of Solano County youth in foster care who were either discharged to emancipation or turned 18 while still in care had been in foster care for 3 years or longer. In addition, Q1 2009 data indicates that Solano County is experiencing a higher rate of youth remaining in long term care for 3 years or longer than in previous quarters.						
<b>Improvement Goal 2.0</b> The decision was made to set a goal of reducing by 5.8% which would bring the county to 51% (which would require us to regain the lost ground as well as demonstrate improvement).						
<b>Milestone</b>	<b>Strategy 2.1</b> Strengthen use of Family Finding and other such search tools		<b>Strategy Rationale</b> Locating relatives or extended family members who can provide placement and/or support for child/youth and family and assist in establishing connections will have a positive impact on preventing entry into care or facilitating timely exit into permanence			
			<input type="checkbox"/> CAPIT			
			<input type="checkbox"/> CBCAP			
			<input type="checkbox"/> PSSF			
			<input checked="" type="checkbox"/> N/A			
		Ongoing			Staff Development	
	2.1.1 Continue training for staff on importance of locating relatives and use of tools	Ongoing			CWS and Probation staff	
	2.1.2 Utilize family finding by ER and Juvenile Detention Facility staff and continue throughout life of case	Ongoing			FM/FR/PP Manager and Supervisors and Probation Manager and Supervisor	
	2.1.3 Increase involvement CASA in efforts to locate and engage family members for placement and/or support of children/youth	Q2, 2010				
	2.1.4 Continue to provide support groups for relative caretakers and adoptive parents to assist in stabilizing these placements	Ongoing			Social Worker provided through contract for supportive services	

Strategy 2.2 Implement a plan for improved concurrent planning developed in Adoption Unit assessment		<input type="checkbox"/> CAPIT	Strategy Rationale	
Milestone	Timeframe	<input type="checkbox"/> CBCAP	Improved concurrent planning will allow placement of children/youth in the most permanent placement as early as possible thus reducing the number of youth who exit to permanence by emancipation	
		<input checked="" type="checkbox"/> PSSF		
		<input type="checkbox"/> N/A		
		Q2, 2010		
Milestone	Timeframe	Q2, 2010	Assigned to	
		Q2, 2010		
		Q3, 2010		
		Q2, 2010		
Strategy 2.3 Continue to implement CPYP strategies for permanence		<input type="checkbox"/> CAPIT	Strategy Rationale	
Milestone	Timeframe	<input type="checkbox"/> CBCAP	Provide team assessment identifying and establishing supportive placement and services that promote permanency for youth and that remain with him or her through exit from care	
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N/A		
		Ongoing		
Milestone	Timeframe	Q2, 2010	Assigned to	
		Q2, 2010		
		Ongoing		
		Ongoing		

<b>Strategy 2. 4</b> Continue to implement CC25I Initiative strategies		<input type="checkbox"/> CAPIT		<b>Strategy Rationale</b> Implementation/enhancement of services will enable youth to exit care with a stable supportive system in place to ensure a successful transition to adulthood
		<input type="checkbox"/> CBCAP		
		<input type="checkbox"/> PSSF		
		<input checked="" type="checkbox"/> N/A		
<b>Milestone</b>	<b>2.4.1</b> Continue to support CC25I workgroups including Probation staff and community partners	Ongoing	<b>Assigned to</b> CWS and Probation Management and staff	
	<b>2.4.2</b> Collaborate with Walter S. Johnson Foundation for technical support for CC25I	Ongoing		CWS Management and staff
	<b>2.4.3</b> Continue to recruit community partners to collaborate on and support initiative	Ongoing		CWS Management and staff
	<b>Strategy 2. 5</b> Continue to build agency and community support for Permanency Team Meetings			
<b>Milestone</b>	<b>2.5.1</b> Continue to recruit community partners to collaborate with CWS for permanence for youth	Ongoing	<b>Assigned to</b> CWS Management and staff	
	<b>2.5.2</b> Provide ongoing training on how to conduct such meetings and their importance	Ongoing		Staff Development
	<b>2.5.3</b> Involve youth to participate in a meaningful way in each Permanency Team Meeting	Ongoing		Case Management Staff
	<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> The current economic situation is necessitating a disconcerting reduction of our staff (we estimate that by the time we begin to implement the SIP, staff will have been reduced from a high of 140 to approximately 98). This severe reduction of staff whose primary responsibility is to serve and protect the vulnerable children and families of Solano County obligates CWS to develop a conservative plan of improvement with goals which we can hope to achieve with the limited resources remaining.			
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Providing educational/training to achieve the improvement goals will be affected by the lack of funding.				
<b>Identify roles of the other partners in achieving the improvement goals.</b> The support that the FRCs and other community based organizations provide to strengthen needy and vulnerable families and children is crucial to achieving the improvement goals; however, these supportive organizations have also been impacted by a reduction in funding.				
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>				

<b>Outcome/Systemic Factor: C3.3: Exits to Permanency.</b> This measure reflects minors who are in GH 3 years or longer and/or emancipate out of system.					
<b>County's Current Performance:</b> The only data available mingles Child Welfare and Probation children. Therefore, Probation has no data available regarding probations performance in this area.					
<b>Improvement Goal 1.0:</b> To increase efforts in identifying relatives or caregivers to assist with permanency efforts for youth in care 3 years or longer.					
<b>Milestone</b>	<b>Strategy 1. 1:</b> To enhance the systematic approach to locating relatives and other caring adults to assist with permanency adults starting at the Intake Level and throughout all stages of the Probation system to assist with permanency by providing mandatory Family Finding training to Probation staff and through collaboration with CWS..	<b>Timeframe</b>	<input type="checkbox"/> CAPIT	<b>Strategy Rationale:</b> Improvement in our system approach to identify extended family members will allow the county to locate relatives/caring adults to assist with timely reunification efforts and permanency.	All Juvenile Intake, Field services and JDF Intake staff.  CWS will assist Probation with utilizing search engine to locate parent, relatives or caring adults.
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
			Family Finding training anticipated to begin during the current county fiscal year and ongoing.		
<b>Strategy 1. 2:</b> To ensure that all relatives/caring adults are assessed before utilizing ranch, camp, foster care or group home placements.			<input type="checkbox"/> CAPIT	<b>Strategy Rationale:</b> Improvement in our search process will ensure that the least restrictive alternatives are utilized when considering a minors removal from his/her parent or legal guardian. This will also address why other placement resources are inappropriate.	<b>Assigned to</b>
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		
			July 2010 and ongoing.		
<b>Milestone</b>	<b>1.2.1:</b> Apply permanency and connectedness practices to all case work at the beginning stages of the juvenile justice system.	<b>Timeframe</b>	<b>Assigned to</b>		
			Assigned Juvenile Division Probation Officer		
<b>Strategy 1. 3:</b> To ensure that all relative/caregivers complete the home approval process.			<input type="checkbox"/> CAPIT	<b>Strategy Rationale:</b> Improvement of our internal process will ensure that all placements meet the criteria set forth in Division 31 regulations.	
			<input type="checkbox"/> CBCAP		
			<input type="checkbox"/> PSSF		
			<input checked="" type="checkbox"/> N/A		

<b>Milestone</b>	1.3.1: Ensure staff is aware of approval process, including funding, supervision, reporting standards, and expectations prior to placement.	<b>Timeframe</b>	Training will begin during the current fiscal year and ongoing.	<b>Assigned to</b>	All Juvenile Division Probation Officers, Supervisors and Managers				
<b>Milestone</b>	<b>Strategy 1. 4:</b> To educate Probation staff to refer parents, relatives and caregivers to appropriate community based services to assist in the reunification of the minor and family.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Strategy Rationale:</b> Reviewing and initiating referrals of available community resources with minors and families will provide transitional support and services for basic needs.					
			Training due to begin March 2010.		Juvenile Division Probation Officers, Supervisors and Managers				
<b>Milestone</b>	1.4.1: Ensure staff are aware of community based services and the referral process to initiate services.	<b>Timeframe</b>	Beginning April 2010 or upon completion of individual staff training.	<b>Assigned to</b>	Juvenile Division Probation Officers, Supervisors and Managers				
	1.4.2: Following the training staff will begin to make referrals to the FRC's and other community based treatment organizations.								
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>									
Implementing the strategies noted above should result in the needed system changes required to support successful results in this goal area.									
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>									
Staff will be required to attend training to understand the importance of Family Finding, Relative Placement training, ILP & THP plus, Resources for Transitional Aged Youth, and Family Resource Centers.									
<b>Identify roles of the other partners in achieving the improvement goals.</b>									
CWS will assist Probation in utilizing their search engine to locate parents, relatives or caring adults. The Family Resource Center will provide training regarding services provided and the referral process.									
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>									
The current statewide effort to assist Probation Departments in gaining access to the CWS Case management System may be a support to the accomplishment of this improvement goal.									

## **D. CWSOIP Narrative**

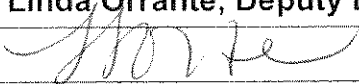


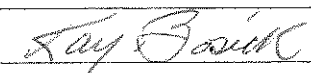
CWS utilizes the CWSOIP funds to support the TDM facilitator position. This strength-base, solutions oriented model gathers as many concerned and invested people as possible to work together to find the best solutions and plan for the safety, permanency and wellbeing of a child, by identifying resources and services that provide families and other caregivers with a network of support that can be the stabilizing factor which ultimately promotes permanency and mitigates the potential for recurrence. The TDM facilitator position is essential to this process. Once having gone through 40 hours of training, the facilitator's key responsibilities include:

- Focus Group's Energy on a Common Task
- Assure Purpose of the Meeting Understood
- With the Caseworker, Lead the Group Discussion
- Provide Environment to Permit Communication
- Manage Conflict and Emotions
- Summarize, Clarify, Reframe and Identify Areas of Agreement to Assist the Group.
- Assure Situation Thoroughly Examined, Risks Stated, Family Strengths Recognized, Goals Verbalized, Ideas Brainstormed, Quality Decisions Made with Safety, and Action Plans Developed.
- Act as an Information Resource
- Model Behavior – Respectful, Non-threatening
- Move Group Through Process, Maintaining Reasonable Time Frames
- Manage the Process/Structure of the Meeting
- Intervene, if necessary, as an Experienced/Knowledgeable Participant.
- Strive to Develop a Consensus Decision with all
- Accurately Record Information/Decisions and Provide a Copy of the Safety/Action Steps
- Debrief with Colleagues – the Good and Bad

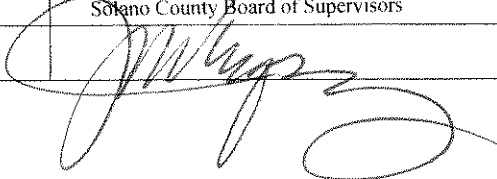
Probation utilizes the CWSOIP funds to support their new Family Finding program which includes training for and implementation of the program, searches for family members, activities to engage family members who are identified by the searches, and collaboration with CWS on CC25I and CPYP.

E. Part II – 1. CAPIT/CBCAP/PSSF Plan

CAPIT/CBAC/PSSF Cover Sheet

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	2010-2013
Date Submitted:	
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	Linda Orrante, Deputy Director Child Welfare Services
Signature:	
Address:	275 Beck Ave Fairfield, CA 94533
Fax:	707-421-7709
Phone & E-mail:	707-784-8331, lgorrante@solanocounty.com
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Louise Harris, Chair
Signature:	
Address:	1125 Missouri Street Suite 201 Fairfield, CA 94533
Fax:	707-425-9880
Phone & E-mail:	707-425-9670 x 11 lharris@aldeainc.org
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	Danielle McKnight
Signature:	
Address:	400 Redwood Street Vallejo, CA 94590
Fax:	
Phone & E-mail:	707-297-0809
Submitted by:	PSSF Collaborative Representative, if appropriate
Name & title:	Kay Bosick, Chair of Children's Alliance
Signature:	



Address:	1017 Tennessee Street Vallejo, CA 94590
Fax:	707-554-2634
Phone & E-mail:	707-647-1520 x 203 kayb@yfs.org
Submitted by:	CAPIT Liaison
Name & title:	Linda Orrante, Deputy Director Child Welfare Services
Address:	275 Beck Ave Fairfield, CA 94533
Fax:	707-421-7709
Phone & E-mail:	707-784-8331, lorrante@solanocounty.com
Submitted by:	CBCAP Liaison
Name & title:	Linda Orrante, Deputy Director Child Welfare Services
Address:	275 Beck Ave Fairfield, CA 94533
Fax:	707-421-7709
Phone & E-mail:	707-784-8331, lorrante@solanocounty.com
Submitted by:	PSSF Liaison
Name & title:	Linda Orrante, Deputy Director Child Welfare Services
Address:	275 Beck Ave Fairfield, CA 94533
Fax:	707-421-7709
Phone & E-mail:	707-784-8331, lorrante@solanocounty.com
<b>Board of Supervisors (BOS) Approval</b>	
BOS Approval Date:	February 2, 2010
Name:	JOHN M. VASQUEZ, Chair Solan County Board of Supervisors
Signature:	

RECEIVED MAR 08 2010

CAPIT/CBCAP/PSSF Plan  
Fiscal Year 2010-2013  
Narrative Report

**County SIP Composition Team**

A large collaborative worked closely together to help craft both the Community Self Assessment (CSA) and the System Improvement Plan (SIP). The process of creating a Community Self Assessment spawned discussions not only about unmet needs, but also about potential solutions for these unmet/continued needs. That being said, those who comprised the County CSA Team were also integral members of the County SIP Team.

<b>Core Representatives</b>	<b>Department</b>
Linda Orrante, County CWS Director	Solano County Child Welfare Services
Aaron Crutison, CWS Administrator	Solano County Child Welfare Services
Debbie Powell, Manager	Solano County Child Welfare Services
Karl Porter, Manager	Solano County Child Welfare Services
Linda Liles, Extra Help Manager	Solano County Child Welfare Services
Donald Henderson, Consultant	California Department of Social Services
Stacey Burdue, Outcomes & Accountability	California Department of Social Services
Yvette Albright, OCAP	California Department of Social Services
Judge Garry Ichikawa, Presiding Judge of the Juvenile Court	Superior Court, Solano County
Kim Thomas, Executive Director	The Children's Network of Solano County
Rosemary Kennedy, Child Abuse Prevention Coordinator	The Children's Network of Solano County/CAPC
Amanda Winn, Community Organization Analyst	The Children's Network of Solano County
Kay Bosick, President Children's Alliance	Children's Trust Fund Commission
Linda Orrante, County CWS Director	County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSSF Programs
Kay Bosick, President Children's Alliance	PSSF Collaborative, if applicable
Barbara Navolanic, Nursing Services Director	County Health Department
Michael Kitzes, Mental Health Services Manager	County Mental Health Department
Donna Robinson, Manager	Solano County Probation
Shawna Albright, Supervisor	Solano County Probation
Becky Cruz	Solano County Office of Education/CAPC
Susan Christensen	Solano SELPA
Danielle McKnight	Parents/Consumers
Sheri Justice-Cook	Solano County Foster Parents Association

Helen Oatman	Resource Family
Dottie Fair	Resource Family/CAPC
Jordan Baker	Youth Representative
Iesha Strougher	Youth Representative
<b>Stakeholders</b>	<b>Department</b>
N/A	Community Action Partnerships
Del Royer, Substance Abuse Administrator	County Alcohol & Drug Department
Maria Moses, Executive Director	Court-Appointed Special Advocates
Debbi Davis	Children's Alliance/CNP
<b>Other Consultants</b>	<b>Department</b>
Betty Hanna	California Consulting
Cyndia Cole	Bay Area Academy

### **Child Abuse Prevention Council**

The Solano County Child Abuse Prevention Council was formed by Board of Supervisors' action on November 4, 1997 as a means to approve public awareness and interagency coordination and collaboration to detect, intervene and prevent child abuse. The Solano County Child Abuse Prevention Council is funded through Children's Trust Fund, Child Abuse Prevention Intervention and Treatment (CAPIT), and Child Welfare Administration/General funds. The Children's Network, a non-profit 501c 3, is the agency designated by the Solano Board of Supervisors to coordinate and staff the Child Abuse Prevention Council.

The purpose of the Council is to:

1. Provide a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases;
2. Promote public awareness of the abuse and neglect of children and the resources available for intervention and treatment;
3. Encourage and facilitate training of professionals in the detection, treatment, and prevention of child abuse and neglect;
4. Recommend improvements in services to families and victims; and
5. Encourage and facilitate community support for child abuse and neglect programs.

The Council establishes priorities in order to facilitate better integration of child abuse services within Solano County. The Council provides advice and recommendations to the Board of Supervisors regarding the adoptions and implementation of policies and actions that may be necessary in order to accomplish the Council's purposes.

The Child Abuse Prevention Council works with Child Welfare Services each year to gather abuse and neglect referrals by city, type of referral, and disposition. The CAPC/CWS review data to identify where reports of abuse and neglect come from, and a meeting is convened each year to look at the data, and discuss community needs and prevention efforts. A report is presented annually to the Board of Supervisors.

During the month of April (Child Abuse prevention Month) the Council in coordination with the Family Resource Centers and the Office of Family Violence Prevention creates public awareness through local blue ribbon events in each community and Children's Memorial Flag Day.

The Children's Network, under the auspices of the Solano County Child Abuse Prevention Council, has coordinated six annual conferences attended by more than 1500 local children's services providers, parents and community members. Speakers have included nationally acclaimed experts including Dr. Bruce Perry, Dr. Ross Thompson, Dr. Vincent Felitti, Nell Bernstein, Dr. Denise Johnston and Sid Gardner. CAPC has also hosted Resource Sharing events that focus on specific areas of services (i.e. Mental Health, Family Support/FRC and Education). Additionally, CAPC staff and council members provide over 150 mandated reporter trainings to service providers, teachers and child care providers each year.

The CAPC Coordinator is an active member of the Greater Bay Area CAPC Coalition in order to collaborate regionally with councils in the Bay Area to enhance child abuse prevention efforts and allow for networking opportunities that support providing new and relevant information and resources to the local level regarding child abuse prevention and education. This collaboration allows CAPC to serve as a resource for compilation and dissemination of current research and statistics on child abuse. Most recently, members of CAPC have been involved in the planning for PSSF/CAPIT/CBCAP/CTF Community Self Assessment/System Improvement Plan as representatives on the county designated planning body, The Solano Children's Alliance.

Relevant funding for the Child Abuse Prevention Council is listed below.

Funding	Dollar Amount
CAPIT	\$10,000
CBCAP	----
PSSF Family Support	----
CCTF	\$8,000
Kids Plate	----
Other	----

### **PSSF Collaborative/CCTF Planning Body**

The Children's Alliance is a multidisciplinary body composed of broad representation from local public and private nonprofit service providers, individuals, organizations, parents, and community members, as well as representatives from the Child Abuse Prevention Council. Members of the Alliance and the Child Abuse Prevention Council are appointed by the Board of Supervisors. Since 1982, the Alliance has been designated by the Solano County Board of Supervisors as the planning body for making recommendations to the Board of Supervisors regarding allocating CAPIT and County Trust Fund dollars. In 1990, The Alliance was designated by the Board of Supervisors as the interagency children's services coordinating council (also known as the SB 997 Council), and in 1994 it was given responsibility for the planning of Promoting Safe and Stable Families (PSSF) funds, which requires the use of a community-driven multidisciplinary planning group to make recommendations for the allocation of these funds.

In Solano County, Promoting Safe and Stable Families (PSSF), Child Abuse Prevention and Treatment (CAPIT), and Community Based Child Abuse Prevention (CBCAP) funds are administered, coordinated, planned, and direct services are provided through the collaborative efforts of the Solano County Department of Health and Social Services (H&SS), the Children's Network, and the Children's Alliance with input from representatives of the Child Abuse Prevention Council (CAPC), and members of the Solano Family Resource Center Network (FRC Network). The Solano County Department of Social Services is responsible for administrative oversight of the programs and services funded through PSSF, CAPIT and CBCAP funds, as well as providing 5% of time-limited reunification services and 100% of adoption promotion and support services funded by these streams.

In addition to serving as the PSSF Collaborative, The Solano Children's Alliance also serves as the CCTF Council (see PSSF Collaborative above). The County Auditor and Department of Social Services are responsible for collecting County Children's Trust Fund information. This information is given to the Children's Network that presents the information at a public meeting of the Solano Children's Alliance when funding decisions are required. Programs and Services funded with CCTF are also presented at the Solano Children's Alliance. The Children's Network, through a grant from the Sierra Health Foundation, created a tax insert that goes out to Solano County residents each year in their property tax statements and is also distributed at public meetings as a way to inform the citizens of the County about the Trust Fund and how contributions can be made.

### **Parent/Consumer Participation**

- The Fairfield-Suisun FRC Parent Advisory Council meets at least twice a year.
- Parent meetings are conducted biannually at the Sereno Village, Vallejo FRC.
- The Greater Vallejo FRC holds Country Club Crest Neighborhood Meetings on a monthly to bi-monthly basis to strengthen Communities and bring Neighborhoods together to talk about the issues in Vallejo and to come up with solutions and a system to improve the problem.
- Parents were also invited to, and participated in, community forums regarding the Community Self Assessment, and will continue to be included in County-wide planning processes.
- Staff to Children's Alliance will actively seek out and recruit a parent to sit on the Board of the Children's Alliance.
- CAPC and FRCs will complete a Parent Involvement Action Plan to assist in better parent participation.
- FRCs and Children's Network has provided their information to CAP Solano, and will continue to regularly update this information, regarding volunteer opportunities within the agencies that parents can become involved with.
- Children's Network and CAPC staff will join Parents Anonymous Parent Leadership Network to remain knowledgeable about effective parent engagement strategies.
- As CAPIT/CBCAP/PSSF/CTF funding is not adequate to fully support parent engagement, Fairfield FRC utilizes a grant from the Cowell Foundation to assist in parent engagement, and Vallejo FRCs utilize Federal Weed to Seed funding.
- With the economic times as they are, it is becoming increasingly more difficult to engage parents in leadership roles. Many are concerned about paying rent, putting food on the table, and keeping the lights on in their home. We need help meeting families' basic needs before we can expect them to have the capacity to take on leadership roles. Additionally, challenges include:
  - Knowing specifically what parents can do that will be mutually beneficial (finding a variety of measures to promote parental involvement).
  - Fostering true, two-way, respectful partnership communication between parents and community service providers/decision makers.
  - Understanding the critically important role parents play in the planning and leadership process.
  - Providing mentoring (Anticipate questions and concerns parents will have and provide a steady stream of information and support)
  - Bridging the language barriers that make non-English speaking parents think they can't participate.
  - Having the resources/staff available to coordinate and provide financial and logistical support for parental involvement.

## **Fiscal Narrative**

### **Fiscal Accountability**

Solano County Department of Health and Social Services (DHSS) will maintain financial records of the CAPIT, CBCAP, PSSF and CTF allocations and expenditures, and provide fiscal and administrative oversight of these funds. The Policy and Fiscal Analyst at DHSS will review financial records for completeness before turning them into the Deputy Director of CWS for final review. These two positions have responsibility for ensuring appropriate expenditure of CAPIT/CBCAP/PSSF/CTF funds. In coordination with Solano County DHSS, the Children's Network will continue to provide program oversight and monitoring of CAPIT, PSSF, CTF and CBCAP funded programs. The Children's Alliance and Children's Network, upon request by the Department, will continue to provide any program, fiscal, or administrative records regarding CAPIT, CTF, CBCAP, PSSF funded programs to fulfill its responsibilities under applicable regulations.

Child Welfare Services (CWS) contracts are reviewed and approved by Solano's County Counsel and by Solano's CWS Administrator, managers, and Senior Staff Analysts all of whom provide comprehensive ongoing oversight for funding expenditures and performance. CWS Program managers have the primary responsibility for the development of the scope of work and ongoing monitoring of FRC and Children's Network contracts. In the development of these contracts, they collaboratively work with contractors to develop programs and services that are specifically targeted to meet a community's needs. An important part of each contract is the development of performance measures that provide process and in some case outcome measures as to how the contractor is performing. These outcome measures are tracked, compiled, and analyzed by the IT Analyst and the Community Organization Analyst at Children's Network with The Children's Network's comprehensive database, ChildNet Results Manager. The Family Resource Centers have been furnished with this technological infrastructure developed, supported, and maintained by the Children's Network. The ChildNet Results Manager has the capacity to compile, store and distribute all required CAPIT/PSSF/CBCAP program, fiscal, and statistical information that Family Resource Center staff will need to provide for program evaluation, monitoring and reporting purposes. This infrastructure is continually updated to adapt to changing funding requirements and program needs.

### **Leveraging Funds**

In Solano County, DHSS puts CBCAP/CAPIT/PSSF/CTF funds into the community, and the community leverages the dollars. Specifically, in fulfilling its coordination role, the Children's Network, which receives CBCAP, CAPIT and CTF funds, develops standards, provides training and technical assistance, develops state-of-the-art tools, and leverages significant additional funding to support the Family Resource Center Network. In the past twelve months, Children's Network has been able to leverage over \$140,000 from Road 2 Recovery for basic needs support for FRC families, Emergency Food and Shelter Program for assistance with utility and rental assistance for Solano families, United Way of the Bay Area for income support benefit enrollment, AmeriCorps for direct staff support, and First 5 Solano and Strategies for training support. Children's Network staff also annually coordinates the Earn it! Keep it! Save it! Campaign which, this past tax season, helped Solano families bring in over \$2.5 million in tax returns.

With diminishing resources and increasing needs in the community, frontline direct service providers have a limited amount of time to seek out and apply for grants. With a nonprofit agency receiving funding support to serve a coordination role, opportunities for securing grants and contracts that individual agencies would not qualify for or would not have the resources to compete for alone become accessible to the FRC Network.

## Supplementing State/Local Services

Due to the difficult economic climate of both Solano County, and the state of California, CAPIT/CBCAP/PSSF/CCTF dollars will be utilized to support, not supplant, existing programs in the county. As both the County general fund and Department of Health and Social Services have suffered budget cuts this fiscal year, OCAP funding will serve to ensure that existing programs are able to continue serving Solano County children and families. With the demand for services increasing as the resources dwindle, OCAP funding is more crucial now than ever before.

## PSSF Funding Guidelines

Funding expenditures shall comply with applicable regulations. The state requires PSSF funding to be used as follows:

Funding	Dollar Amount
CAPIT	----
CBCAP	----
PSSF Family Support	----
CCTF	\$8,000
Kids Plate	----
Other	\$68,400

In this county, the BOS has granted the remaining 20% of uncommitted PSSF funding to be utilized for Family Support which is supplied by the FRC Network. Family Preservation Services are also provided by FRC network, and receive 20% of PSSF funds. Fifteen percent of time-limited reunification dollars are allocated to FRC Network, and 5% of these dollars are allocated to Child Welfare Services. Child Welfare Services also receives 20% of PSSF dollars for Adoption Promotion and Support.

## RFP Process

A competitive process is used to select and fund prevention programs in Solano County. The RFP is open to all community based organizations serving families and children and is posted on the County website. Proposals are rated and scored by a team of evaluators. The Proposal Evaluation Team evaluates responsive proposals. Each evaluator scores the proposal using the pre-established evaluation criteria and weights set out in this RFP. The categories that are considered in the evaluation of proposals and their respective maximum points assigned are: Qualifications and Experience, Service Delivery System, Compliance with Scope of Services and Performance Measures and direct service hours. Upon completion of scoring by the Proposal Evaluation Team, the RFP Coordinator calculates the average Service Proposal score (rounded to the nearest two decimal places) for each proposal and forwards results to the head of the procuring agency for consideration. With respect to proposal scores and final consideration of all pertinent information available, the head of the procuring agency issues a written Evaluation Notice to all Proposers, identifying the apparent best evaluated Proposer(s).

Priority for services are given to children who are at high risk, this may include children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies. The purpose of this funding is targeted toward the shared commitment of the Board of Supervisors, Department of Health and Social Services and Solano Children's Alliance to strengthen families and protect children from abuse and neglect. This is best accomplished by providing services directly and through local community partners. Families in Solano can access neighborhood-based family support, family preservation, and time-limited

reunification services through an integrated and coordinated network of providers within their local communities.

The following key service elements are adequately addressed

- reflect principles of family support
- focus on prevention and partnerships
- provide culturally and linguistically appropriate
- emphasize holistic, family focused services
- integrate services for families
- plan for sustainability

Priority is given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention. Proposers will support Primary and Secondary Prevention and Early Intervention Programs, and time-limited family reunification utilizing Family Resource Centers in the communities to serve families and children. Funded projects must clearly relate to the needs of children, especially those 14 years of age and under. Proposers will support Primary and Secondary Prevention and Early Intervention Programs, and time-limited family reunification utilizing Family Resource Centers in the communities to serve families with children 0-18. Proposers must comply with all of the terms of the RFP and all applicable federal, State and County laws and regulations.

Agencies eligible for funding must provide evidence that demonstrates broad-based community support. Additionally, agencies must ensure that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency. Proposers will be expected to provide services to strengthen families by serving as a county-wide infrastructure that provides integrated, coordinated system of family support activities with one set of core services, a set of strength-based service delivery principles, a comprehensive methodology for outcome evaluation, and at least one physical location/point of service in every city in the county. Proposers will support Primary and Secondary Prevention and Early Intervention Programs, and time-limited family reunification utilizing Family Resource Centers in the communities that serves families and children to provide the following as defined:

- Primary Prevention programs are available to the general public, and attempt to stop child maltreatment before it occurs. All members of the community have access to and may benefit from these services. Primary prevention activities with a universal focus seek to raise the awareness of the general public, service providers, and decision-makers about the scope and problems associated with child maltreatment. Universal approaches to primary prevention might include: public service announcements that encourage positive parenting, parent education programs and support groups that focus on child development, age-appropriate expectations, and the roles and responsibilities of parenting, family support and family strengthening programs that enhance the ability of families to access existing services, and resources to support positive interactions among family members, public awareness campaigns that provide information on how and where to report suspected child abuse and neglect.
- Secondary Prevention and Early Intervention programs are aimed at a target group which is identified as at risk of child abuse and/or neglect, e.g., families that have been reported to Child Protective Services (CPS) but may have been evaluated out. These services may be appropriate for Differential Response Path 1 and Path 2 families. Secondary prevention activities with a high-risk focus are offered to populations that have one or more risk factors associated with child maltreatment, such as poverty, parental substance abuse, young



parental age, parental mental health concerns, and parental or child disabilities. Programs may target services for communities or neighborhoods that have a high incidence of any or all of these risk factors. Approaches to prevention programs that focus on high-risk populations might include: parent education programs located in high schools, focusing on teen parents, or those within substance abuse treatment programs for mothers and families with young children, home visiting programs that provide support and assistance to expecting and new mothers in their homes, respite care for families that have children with special needs.

- **Time-limited Family Reunification:** Time-limited reunification services address the needs of children and families involved in the foster care system. Services are provided within 15 months of when a child enters foster care. Reunification services for the child and family include counseling, substance abuse treatment, mental health services, assistance to address domestic violence issues, temporary child care, and transportation assistance

Funded projects must be culturally and linguistically appropriate to the populations served, as well as reflect minority populations represented in the community. Spanish monolingual participants must be provided identical services as those received by English speaking participants for all services requested within this RFP. Training and technical assistance is provided by private, nonprofit agencies, specifically the Children's Network, to those agencies funded to provide services. Each contractor has the capability of transmitting data electronically through the ChildNet Results Manager, a database developed and maintained by Children's Network staff.

### **Extension of Contracts**

The County reserves the right to extend this Contract for an additional period or periods of time representing increments of no more than one year and a total contract term of no more than five (5) years, provided that the County notifies the Contractor in writing of its intention to do so at least ninety (90) days prior to the contract expiration date. An extension of the term will be affected through an amendment to the Contract. If the extension of the Contract necessitates additional funding beyond that which was included in the original Contract, the increase in the County's maximum liability will also be affected through an amendment and shall be based upon rates provided for in the original contract and proposal.

For all FRCs contracts, Solano County goes through a competitive bid process. This process is used for all CBCAP, CAPIT and some of the PSSF funds.

### **Ten Percent CAPIT Match**

Solano County requires the FRCs to demonstrate program effectiveness in yielding positive outcomes for families and children, and use the results to guide future program planning, consistent with Child Abuse Prevention, Intervention and Treatment (CAPIT) funding guidelines to assess risk levels and types of interventions needed in communities.

### **DISBARMENT OR SUSPENSION OF CONTRACTOR**

A. Contractor warrants that its officers, directors and employees (i) are not currently excluded, debarred, or otherwise ineligible to participate in the federal health programs as defined in 42 USC § 1320a-7b(f) (the "Federal Healthcare Programs") or any state healthcare programs; (ii) have not been convicted of a criminal offense related to the provision of healthcare items or services but have not yet been excluded, debarred, or otherwise declared ineligible to participate in the Federal Healthcare Programs or any state healthcare programs, and (iii) are not, to the best of its knowledge, under

investigation or otherwise aware of any circumstances which may result in Contractor being excluded from participation in the Federal Healthcare Programs or any state healthcare programs.

B. This representation and warranty shall be an ongoing representation and warranty during the term of this Contract and Contractor must immediately notify the County of any change in the status of the representations and warranty set forth in this section.

C. If services pursuant to this Contract involve healthcare programs, Contractor agrees to provide certification of non-suspension with submission of each invoice. Failure to submit certification with invoices will result in a delay in County processing of Contractor's payment.

### **CBCAP Outcomes**

In Solano County, CBCAP funds are utilized to support the Children's Network in its coordination role of the Family Resource Center Network. In this time of economic insecurity, Solano County families rely heavily on the Family Resource Centers for basic needs, counseling, resource referral, and numerous other services. When reviewing the ChildNet Results Manager data, it is clear that the FRCs are a success in Solano County. This success is due in large part to the coordination of all local FRCs by the Children's Network.

This coordination assures quality through consistency in trainings arranged by FRC Network Program Manager, and technical assistance provided by Children's Network IT Analyst. The FRC Network Program Manager along with the Director of Operations ensure that there is development and assurance of adherence to program quality standards by continual monitoring of FRCs. Opportunities for mutual support and learning are available at FRC Network monthly meetings coordinated by and convened at Children's Network. Children's Network database system, Childnet Results Manager makes it possible for all FRCs to use a common database and increases comparability and integrity of data, as well as provides staff support for technical assistance with this database when needed. Children's Network staff disseminates relevant FRC data to elected officials and associated press to assure that changing community needs are being appropriately incorporated into planning and service provision. Additionally, Children's Network staff applies for relevant grants for the FRC Network which FRCs may not be eligible for, or have the staff capacity to apply for, on an individual basis.

Coordinated networks are emerging as the hallmark of high quality, sustainable family support programs statewide. Strategies, OCAP's statewide family support training arm, has published research citing the importance of coordination efforts to strengthen the family support field, and a logic model has been developed to support coordination efforts. It is vital to the continuing success of the FRC Network that Children's Network continues this coordinated approach to the provision of services.

As CBCAP funding is utilized for coordination in this county, no outcomes from direct practice services can be evaluated. Additionally, Evidence Based and Evidence Informed practices are widely utilized in this county for child abuse prevention efforts including Parent Child Interaction Therapy, Incredible Years, and Parent Project Junior and Senior, and are indirectly supported with CBCAP dollars through the coordination efforts of the FRC Network. Specifically, staff of Children's Network has applied for grants on behalf of the FRC Network which have resulted in funding for Evidence Based and Evidence Informed parenting classes provided by the FRCs.

During the next three fiscal years, Children's Network, with technical support from Strategies, plans to work with community prevention partners to create a strategic plan for Child Abuse Prevention in Solano County. This process hopes to engage community players to create stronger collaborations within the County. This long term outcome of a comprehensive and collaborative strategic plan and the engagement outcome of creating a stronger prevention collaborative will be continuously evaluated throughout the process of development utilizing OCAP's Strategies' technical assistance.

As mentioned before, Children's Network, in its coordination role, has been able to leverage funds to help support both the Family Resource Centers' sustainability, as well as direct funds for families that utilize the centers. This short term and intermediate outcome of leveraging funds for child abuse prevention efforts will be evaluated based on the effects the funding has on the families who receive it as garnered from ChildNet Results Manager.

### **CBCAP Peer Review**

The Solano County Family Resource Center (FRC) Network, staffed by Children's Network, supports an informal peer review process by providing member FRCs opportunities to share information and best practices. In monthly meetings, representatives from local Family Resource Centers use anecdotal information, case narratives, and data from ChildNet Results Manager to share trends, identify areas for growth, and support one another through ongoing program improvement efforts. In the current economic climate, the monthly FRC Network meetings provide staff of local FRCs an opportunity to offer technical assistance and emotional support to each other, as well as suggestions on how to access new/existing resources to better serve the community.

Children's Network staff is currently pursuing grants and resources available to support a more formal peer review process. Specifically, staff is reviewing FRIENDS, a National Resource Center for Community-Based Child Abuse Prevention (<http://www.friendsnrc.org/outcome/review.htm>), best practices for peer review. Family Resource Center staff has stated that they are willing to participate in a formal in-house peer review process.

### **Prevention - Service Array**

The Family Resource Center Network has traditionally received the majority of the CBCAP/CAPIT/PSSF funding, and plays an important role in preventing and reducing the recurrence of child abuse and neglect (Safety Outcome, S1.1), and in assisting families to enhance family capacity to provide for their children's needs. The FRC's are community-based sites which have forged close ties with families and other service providers in the local area. The FRC Network is a partnership of ten Solano Family Resource Centers (FRCs) located in each city in Solano County and coordinated by Children's Network. Solano FRCs are neighborhood-based agencies that provide services to support families and strengthen communities. FRCs operate on a set of Family Support Principles recognizing the strengths and protective factors in all families. The FRCs help families identify and access local resources to meet their needs, including parenting education, family recreation, job search, transportation, child care, basic needs, and more. While all Solano FRCs provide these core services, each FRC is unique to the community it serves, offering additional services ranging from mentoring programs to food pantries. Many of the families served at the FRCs have children at risk of abuse and/or neglect because of poverty, homelessness, isolation, and lack of access to resources or support services. The FRCs have a critical role to play in the implementation of differential response, especially in Paths 1 and Path 2. FRC services increase the Department of Health and Social Service's ability to meet Safety Outcomes and provide a variety of key community-based support services to families and children. The FRCs have drop-in availability and serve all families in a given community who are in need of assistance.

Family Resource Centers are key players in several community collaborations including First 5 funded Integrated Family Support Initiative (IFSI) which provides multi-disciplinary in-home team support to families with children 0-5 years of age at risk for child abuse or neglect. The Solano County Child Abuse Prevention Council also receives a modest amount of CAPIT and Children's Trust Fund dollars. Both the Family Resource Center Network and the Child Abuse Prevention Council will be crucial in the development of a County Strategic Child Abuse Prevention Plan.

One of the fourteen recommendations in the recent assessment of the Adoption Unit was to increase post adoption support services. The AAP Social Worker is available to post-adoptive families as needed and also connects with them on a regular basis as part of renewing the AAP funds. The involvement with the post-adoptive families involves providing crisis intervention when needed as well as service referrals to community agencies to support the family and prevent disruption of the adoption. In more serious instances, the AAP social worker can facilitate the opening of a new CWS case to provide voluntary services to the family up to and including short-term out of home placement and reunification services. The PSSF allocation for Adoption Promotion and Support currently supports less than a half time social worker. The AAP Social Worker will time study to this code, and is currently in the process of providing direct post adoption support to our families receiving AAP.

### **Descriptions of OCAP Funded Programs**

**Child Abuse Prevention Council:** The Solano County Child Abuse Prevention Council was formed by Board of Supervisors' action on November 4, 1997 as a means to approve public awareness and interagency coordination and collaboration to detect, intervene and prevent child abuse. The Solano County Child Abuse Prevention Council is funded through Children's Trust Fund, Child Abuse Prevention Intervention and Treatment (CAPIT), and Child Welfare Administration/General funds. The Children's Network, a non-profit 501c 3, is the agency designated by the Solano Board of Supervisors to coordinate and staff the Child Abuse Prevention Council. The purpose of the Council is to:

1. Provide a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases;
2. Promote public awareness of the abuse and neglect of children and the resources available for intervention and treatment;
3. Encourage and facilitate training of professionals in the detection, treatment, and prevention of child abuse and neglect;
4. Recommend improvements in services to families and victims; and
5. Encourage and facilitate community support for child abuse and neglect programs.

**Children's Network:** The Children's Network was founded in 1982 in response to community demand for better oversight of children's services. Children constitute about one third of Solano County's population, yet they have no vote. The purpose of Children's Network is to assure there is a strong, united, independent voice for all Solano children. Since its inception, the primary approach to this work has been to support and partner with Board of Supervisors-appointed advisory bodies. Currently Children's Network supports the efforts of three Board-appointed advisory councils and six major collaborative on a budget of less than \$2 million per year (about 10 - 15% of which are county general funds).

**Solano Children's Alliance:** The Children's Alliance was established by the Board of Supervisors (BOS) in 1982 to improve the quality, accessibility and coordination of children's services in Solano County by providing an independent voice for children before the BOS. Because children don't make the policies that affect their education and well-being, and they don't determine funding for their needs, the Children's Alliance provides a needed voice for their interests at government and community tables- ensuring that the needs of children are at the forefront of decision making throughout Solano County. The Children's Alliance works to improve community awareness of children's needs, prioritize those needs, and develop a combined plan for funds for children's services for which collaborative planning is required or preferred (from the beginning, this has included CAPIT and Children's Trust dollars). In 1990, the Board named the Children's Alliance the *SB997 interagency children's services coordination council* for Solano County, which required an expanded membership and outlined additional roles including greatly improving local capacity for collaborative efforts to identify and meet children's needs. Many of today's successful collaborative efforts on children's services had their birthplace at the Children's Alliance.

Children's Network Coordination- As the Board of Supervisors' appointed body for children's issues, Children's Network provides necessary avenues for community and inter-agency dialogue on issues that impact children's safety, healthy development, education and access to resources. In this time of economic insecurity, Solano County families rely heavily on the Family Resource Centers for basic needs, counseling, resource referral, and numerous other services. When reviewing the ChildNet Results Manager data, it is clear that the FRCs are a success in our community. This success is due in large part to the coordination of all local FRCs by the Children's Network. Coordinated networks are emerging as the hallmark of high quality, sustainable family support programs statewide. This coordination assures quality through consistency in training and technical assistance. The coordination also aids in development and assurance of adherence to program quality standards, opportunities for mutual support and learning, opportunities for securing grants and contracts that individual agencies would not qualify for or would not have the resources to compete for alone, comparability and integrity of data, and dissemination of this data to elected officials and associated press to ensure that changing community needs are being appropriately responded to. Strategies, OCAP's statewide family support training arm, has published research citing the importance of coordination efforts to strengthen the family support field. It is vital to the continuing success of the FRC Network that Children's Network continue this coordinated approach to the provision of services (CBCAP & CAPIT).

This coordination assures quality through consistency in trainings arranged by FRC Network Program Manager, and technical assistance provided by Children's Network IT Analyst. The FRC Network Program Manager along with the Director of Operations ensure that there is development and assurance of adherence to program quality standards by continual monitoring of FRCs. Opportunities for mutual support and learning are available at FRC Network monthly meetings coordinated by and convened at Children's Network. Children's Network database system, Childnet Results Manger makes it possible for all FRCs to use a common database and increases comparability and integrity of data, as well as provides staff support for technical assistance with this database when needed. Children's Network staff disseminates relevant FRC data to elected officials and associated press to assure that changing community needs are being appropriately incorporated into planning and service provision. Additionally, Children's Network staff applies for relevant grants for the FRC Network which FRCs may not be eligible for, or have the staff capacity to apply for, on an individual basis.

**Family Resource Center Network including Benicia FRC, Dixon Family Services FRC, Fairfield and Suisun Unified School District FRC, Rio Vista Care FRC, Vacaville FRC, Greater Vallejo Fighting Back Partnership FRC:** The Family Resource Center Network is a partnership of ten Solano Family Resource Centers located in each city in the county, supported and coordinated by the Children's Network. The Family Resource Center Network was created in 1995 through public funds planned for by the Solano Children's Alliance. Family Resource Centers (FRCs) are neighborhood-based agencies that provide services to support families and strengthen communities. FRCs view families as important advocates for children and local communities and work with families in a spirit of mutual respect, modeled upon the Principles of Family Support Practice. Solano's FRCs provide a local space for families to get information, learn about available services, meet other families and get involved in community activities. Solano's FRCs are open to all families, regardless of income. Services include information and referral services, parent education classes, life skills workshops or support groups, family-friendly activities, community events and resource fairs, computer/ internet access for job search, resume assistance, linkages to health and social service programs, in-home visitation services for families with children ages 0-5, resource libraries of adult and children's books and videos, and volunteer/community service programs. While all Solano FRCs provide these core services, each FRC is unique to the community it serves, offering additional services ranging from mentoring programs to food pantries. Specifically:

**Benicia FRC:** Last fiscal year, approximately 62% of Benicia FRC clients were Caucasian, 23% were African American, and 11% were Latino. Of all clients this FRC served, 95% listed English as their primary language. The Benicia FRC provides drug and alcohol intervention/prevention counseling services for Benicia residents ages 13-19, English as a Second Language and literacy classes, budgeting classes, emergency assistance with food, shelter, utilities, and clothing, and home visiting for isolated Benicia residents with children 0-5.

**Dixon FRC:** Due largely to the Dixon Migrant Center, last fiscal year, 73% of Dixon FRC clients were Latino, 24% identified as Caucasian, and 3% identified as African American. 44% of Dixon clients indicated English was their primary language. The Dixon FRC provides substance abuse prevention and treatment for children 12-18 years of age including individual counseling, family counseling, groups, substance abuse education classes, and elementary school preventative mentoring, mental health services for families with children 0-5 years of age, job development, budgeting and life skills workshops, supplemental food for seniors 55 years of age and older, case management for seniors, case management services for homeless or at-risk of becoming homeless clients, Earned Income Tax Credit (EITC) assistance, and assistance to parents at Dixon Migrant Center.

**Fairfield and Suisun FRCs:** Last fiscal year, the majority, 54%, of Fairfield/Suisun FRC clients identify as Latino, 30% identified as African American, and 14% identified as Caucasian. 55% of Fairfield/Suisun FRC clients indicated English was their primary language. The Fairfield/Suisun FRCs provide case management services for families with children 0-5 years of age as well as families who are homeless or at-risk of homelessness, child mental health services, migrant education services, school readiness, state preschool for children 3-4 years of age, EITC assistance, and emergency assistance with food, shelter, utilities, and clothing.

**Rio Vista FRC:** Last fiscal year, approximately 66% of Benicia FRC clients were Latino, 32% were Caucasian, and 2% were African American. Of all clients this FRC served, 43% listed English as their primary language., The Rio Vista FRC provides case management services for families with children 0-5 years of age as well as isolated families in rural Solano County, drug/alcohol prevention/early intervention/treatment services for adolescents 12-18 years of age, drug/alcohol related counseling and crisis intervention for youth and adults, Early Periodic Screening, Detection, and Treatment (EPSDT) for children 0-18 years of age, school based group and individual counseling, and emergency assistance with food, shelter, utilities, and clothing

**Vacaville FRC:** Last fiscal year, approximately 47% of Vacaville FRC clients were Latino, 39% were Caucasian, and 12% were African American. Of all clients this FRC served, 68% listed English as their primary language. The Vacaville FRC provides a child abuse response team for families at-risk of child abuse or neglect, senior citizen information and referral as well as case management, domestic violence and sexual assault services for residents affected by these issues, prison outreach program to adolescents at-risk for entry to the juvenile or adult justice system, alcohol and drug awareness and prevention training for children 15-18 years of age, Parent Project Jr. and Sr. classes for parents with strong-willed children, counseling services at Vacaville Middle and High Schools, anger management and drug and alcohol education groups at the High Schools, and emergency assistance with food, shelter, utilities, and clothing .

**Vallejo FRCs:** Last fiscal year, approximately 60% of Vallejo FRC clients identified as African American, 25% were Latino, and 12% were Caucasian. Of all clients this FRC served, 83% listed English as their primary language. The Vallejo FRCs provide literacy tutoring, bilingual parenting education, emergency assistance with food, shelter, utilities, and clothing, budgeting workshops,

mentoring programs, youth leadership programs for adolescents 11-18 years of age, neighborhood revitalization services, domestic violence support, school readiness, health workshops, women's support groups, public speaking courses, and emergency assistance with food, shelter, utilities, and clothing.

**Department of Health and Social Services:** The mission of Solano County Health and Social Services Department is to promote cost-effective services, which safeguard the physical, emotional, and social well being of the people of Solano County. The Department seeks to improve services to the community and is committed to: working closely with clients, finding out what clients need, and providing quality services and benefits, ensuring that all clients are treated with respect, making services accessible for clients, and encouraging Solano County residents to adopt healthier lifestyles. Solano County Health and Social Services Department was created by the Board of Supervisors in 1992. The Department employs over 1,262 employees working in 22 offices throughout Solano County and is organized by seven program service areas.

## **Child Welfare Services – Service Array**

*Post Adoptive Services:* Solano County CWS facilitates the provision of post adoption services to ensure that adoptive parents and adopted children receive information and support to promote stability and prevent subsequent re-entry of children into the foster care system. The services that CWS social workers provide to achieve stability and permanence include facilitating families' access to mental health and Regional Center services, community resources, as well as training and activities for children, which at this time, includes short term residential placement to address a child's mental health treatment. The Department of Health and Social Services will evaluate the post adoption services by assessing the participation of adoptive families and children through annual client satisfaction surveys (PSSF).

*Concurrent Planning (Permanency Planning):* Solano County recently completed an assessment of the Adoption program designed, among other things, to identify and remove barriers to adoption. The assessment included recommendations on how to improve processes and facilitate adoption for children. Among the recommendations were to formally align with other permanency efforts in the Division and to participate in ongoing permanency team meeting for all children in out of home placement and to assign adoption staff as secondary assignments to cases to provide permanency support services. These services include searching for a concurrent home, providing permanency option information to perspective caregivers (legal, financial, emotional etc.), supporting children with addressing grief and loss and attachment, and providing early identification to barriers to adoption (PSSF)

*Time Limited Family Reunification Services:* Time limited Family Reunification Services are provided to youth that have been placed into out of home care. To ensure that it's effectively meeting the needs of these youth and their families, the department has attempted to provide staffing levels that are consistent with those identified in the CDSS sanctioned SB2030 Workload Study although this may no longer be possible given the economic downturn. TDM meetings support family and community involvement in decisions involving removal and/or reunification of children. The TDM facilitator position is supported by PSSF funds.

*Court Brown Bag Meeting:* a monthly meeting with Solano County's Juvenile Court presiding judge and representatives from the offices of the public defender, private attorney, conflict defender, Stahnke and Associates (children's attorneys), Solano's Juvenile Justice Division, as well as CWS Social Workers, Supervisors, Managers and the Deputy Director. These meetings focus on any number of topics such as, but not limited to, new case law, changes in CWS practice, changes to court practices or policies, etc.

*Quarterly Law Enforcement Meeting:* facilitated by a CWS manager, these quarterly meetings are structured to enable an ongoing relationship/communication between CWS and all law Solano County law enforcement agencies. They include questions and answers about matters such as jurisdiction, decisions regarding specific cases in which both agencies were involved, child abuse, in general etc.

*Fetal Infant Mortality Review:* completes a cross-sectional (medical, social, and community services based) review of fetal demise and infant deaths within Solano County. The multi-disciplinary team meets quarterly to discuss risk factors, areas for community and service growth, and to assess for trends within the community and generally covers between 3-4 deaths each quarter.

*Solano Early Childhood Developmental Health Collaborative(ECHDC):* The Partnership for Early Access for Kids (PEAK) Initiative is a Solano County-wide multi agency collaborative with the goal of earlier identification of infants and children with special needs in order to link them with needed services prior to reaching school age, thus improving their developmental potential. Children's Nurturing Project (CNP) and EMQ-Families First (FF) are the lead agencies in this joint project. The service providers include



Solano County Children's Mental Health, Child Welfare Services, Public Health Nursing, Child Haven, Inc., local pediatric providers, local child care providers, IFSI collaborative and BabyFirst Solano partners.

*Voluntary Family Maintenance/Family Preservation (VFM/FP)* is the provision of non-court, time limited protective services to families whose children are in potential danger of abuse, neglect or exploitation when the child can safely remain in the home and the family is willing to accept services and engage in services to maintain the child (ren) safely in the home. The agreement for voluntary services may be initiated by the Child Welfare Social Worker or by the court, following the dismissal of a petition. Court and non-court (voluntary) cases both receive commensurate FM services.

*Nurse Family Partnership:* Solano County received a federal grant to initiate the evidence based Nurse Family Partnership Program as a partnership between Child Welfare Services and Public Health. The program will focus on providing services to first-time mothers, particularly high-risk mothers, including foster youth and former foster youth.

*Integrated Family Service Initiative (IFSI)* IFSI is a public-private partnership that provides in-home family support services to isolated families with children ages 0-5 living in Solano County. IFSI, originally created by the Children's Network and Child Haven, is now a multidisciplinary collaborative of 20 agencies, including the *Children's Network*, eight *Family Resource Centers*, *Child Haven*, and the *Department of Health and Social Services*. IFSI provides such services as helping families access community resources; strengthening parent/child relationships and bonding; assessing developmental progress of infants and children; linking parents to child care and to resources for school-readiness; providing health screenings as well as a host of other services. One hundred percent (100%) of the 199 assessed out families with children 0-5 referred by CPS to the Integrated Family Support Initiative in 2008 stayed out of "the system". IFSI operates with a high proportion of county funding, and therefore, is vulnerable to reduction in funding should further budget reductions be necessary.

*Children's Network:* established in 1982, The Children's Network is one of the first and longest functioning inter-agency networks in California. The Network facilitates partnerships among public and private agencies that serve Solano County families. As the Board of Supervisors' appointed body for children's issues, Children's Network provides necessary avenues for community and inter-agency dialogue on issues that impact children's safety, healthy development, education and access to resources. In this time of economic insecurity, Solano County families rely heavily on the Family Resource Centers for basic needs, counseling, resource referral, and numerous other services. When reviewing the ChildNet Results Manager data, it is clear that the FRCs are successful in our community. This success is due in large part to the coordination of all local FRCs by the Children's Network. Coordinated networks are emerging as the hallmark of high quality, sustainable family support programs statewide. This coordination assures quality through consistency in training and technical assistance. The coordination also aids in development and assurance of adherence to program quality standards, opportunities for mutual support and learning, opportunities for securing grants and contracts that individual agencies would not qualify for or would not have the resources to compete for alone, comparability and integrity of data, and dissemination of this data to elected officials and associated press to ensure that changing community needs are being appropriately responded to. Strategies, OCAP's statewide family support training arm, has published research citing the importance of coordination efforts to strengthen the family support field. It is vital to the continuing success of the FRC Network that Children's Network continue this coordinated approach to the provision of services (CBCAP & CAPIT).

*The Family Resource Center Network:* As noted above, the FRC Network is a partnership of ten Solano Family Resource Centers (FRCs) located in each city in the county and coordinated by Children's Network. Solano's FRCs are neighborhood-based agencies that provide services to support families and strengthen communities. FRCs operate on a set of Family Support Principles that recognize all families have strengths. The FRCs help families identify and access local resources to meet their needs, including

parenting education, family recreation, job search, transportation, child care, basic needs, etc. as well as offering additional services ranging from mentoring programs to food pantries. While all Solano FRCs provide these core services, each FRC is unique to the community it serves, offering additional services ranging from mentoring programs to food pantries. (CAPIT& PSSF)

Benicia: Benicia Police Department  
Dixon: Dixon family Services  
Fairfield: Anna Kyle School, Cleo Gordon School  
Rio Vista: Rio Vista Care  
Suisun: Suisun Elementary School  
Vacaville: Vacaville Police Department  
Vallejo: Greater Vallejo, Sereno Village, North Vallejo (Loma Vista School)

Family Resource Centers in Solano County serve as hubs for resources and referrals for families in our community. Among others, the Family Resource Centers may refer to, or directly provide, the types of services listed below:

- **Information and Referral** - FRC staff assess needs and provide families with links to community resources and services. This can be done over the telephone, in the center, or during home visits.
- **Assistance with Basic Needs** - FRC staff provide support to families to help them access basic needs such as: health insurance, utilities assistance, shelter, job search services, food/clothing resources, etc. This includes assisting the family to navigate through complex social services systems, fill out applications or waivers, and advocating on behalf of a family that has had difficulty receiving services, in addition to basic information and referral services.
- **Support Programs for New Parents** - Home visitation is the most innovative and holistic prevention program used in approaching the difficulties of educating and supporting the at-risk family, while at the same time making a wide range of community and professional services available to the family. (**IFSI and Baby First—Children's Nurturing Project**)
- **Early and Regular Child and Family Early Screening and Treatment** - Since abusive behavior is often cyclic, many health and developmental problems in early childhood can lead to behavioral, educational, and psycho-emotional problems in later adolescence and adulthood, which could lead to the recurrence of abusive behavior. For this reason and many others, detecting and treating health and developmental problems early in life is important. (**Children's Nurturing Project, Families First, Child Haven, Partnership for Early Access for Children, PEAK, North Bay Regional Center**)
- **Skills Training for Children and Young Adults** - The purposes of life skills training are first to equip children, adolescents, and young adults with interpersonal skills and knowledge that are valuable in adulthood, especially in the parenting role; and second, to provide children with skills to help them protect themselves from abuse. (**Solano Community College Early Childhood Education Classes, Mentoring Programs, Special Friends, Just for Kids, Big Brother/Big Sister, School-based Violence Prevention Programs, Peace Builders, Second Step**)

- **Child Care Opportunities** - The purpose of child care or day care programs is to furnish parents with regular or occasional out-of-home care for their children. Child care programs also provide opportunities for children to learn basic social skills. Head Start programs in particular provide a rich mix of child care and child development services. **(Head Start, Center Based and Family Child Care)**

*Foster a Dream:* an agency serving former foster youth is based in Solano County adding significantly to the county's resources for foster care youth over the past several years. The agency provides programs and resources that build the hopes, dreams and futures of foster children and is a guiding source for their successful transition into the adult world. The agency offers a variety of programs including a Technology Camp, mentors, educational scholarships, holiday events for youth, and pillows/blankets for youth to keep as they move placements. Due to a decrease in budget, Foster a Dream is currently going through significant changes that will have an impact the provision of services to youth.

*Travis Air Force Base- Family Readiness Office:* The Family Readiness Office serves as a focal point for family matters; the Travis Air Force Base offers information, referral and counseling follow-up to military families. Annual Travis Community Action Plan publication lists all classes and services on base.

*Family to Family Team Decision Making (TDM):* a team approach that includes birth families and community members, along with resource families, service providers and agency staff, in all placement decisions, to ensure a network of support for the child and the adults who care for them. Solano County rolled out TDMs at the end of 2006. TDMs have been fully operational, serving the city of Vallejo, since 2007. At that time, CWS was receiving more referrals from Vallejo than from any of the other cities in Solano County. In addition, CWS' adopted the philosophical position that assures "once a TDM child, always a TDM child", including all siblings who subsequently enter the system and any child born to a CWS dependent. Two half-time, SWIIs facilitate TDMs, and there are 3 back-up facilitators. The back-ups consist of two SWIIs and one Supervisor. Solano County CWS also holds three monthly meeting to work with the community, develop protocol and debrief the process or the TDM. The idea of full roll-up or targeting an additional population is on the agenda at this time. We are waiting to see if we were selected for a grant that would allow TDM to expand. Currently, TDMs are conducted for imminent risk, removals, placement changes, and permanency. From January to June 2009, sixty-one including all of the aforementioned types, have take place in Solano County. As stated in Strategy 1.3, Milestone 1.3.1 the goal of Solano County CWS is to ensure that TDMs will be provided for children removed or at imminent risk for removal throughout Solano County, rather than focus on Vallejo only as in the past; however, because TDMs require a considerable investment of staff time should further budget/staff cuts occur this goal may not be able to be achieved.

*Family to Family Strategies:* Building Community Partnerships, Self-Evaluation, and Recruitment, Development and Support, involving community and agency partners, foster parents and members of the general public to implement and provide ongoing support for the Family to Family Initiative, a community-based system of foster care that promotes: a network of care that is neighborhood based, culturally sensitive, and located where the children in need live; less reliance on institutional care, such as hospitals, shelters, group home and correctional facilities; adequate numbers of foster families for any child, who for safety reasons, must be removed form the family home. These workgroups meet on either a monthly or quarterly basis depending on program need.

*School Attendance Review Board (SARB)* created by statue in 1974 and became operative in 1975 and is intended to develop new ways of coordinating school, community, and home efforts to deal with student attendance and behavior problems. SARBs were designed to maximize the

use of all available resources and services, avoid unnecessary duplication of resources to resolve attendance and behavior problems, and divert students with school-related problems from the juvenile justice system. Local SARBs are composed of parents, representatives from the school district, and members of the community at large, including representatives from law enforcement, welfare, probation, mental health, and various youth service agencies and the district attorney's office. Solano County is represented in SARBs meeting by CWS' Community Liaison.

*County Office of Education: Foster Youth Services Liaison* hired by the Solano County Office of Education leads a task force of county and community partners focused on meeting the educational needs and rights of youth in foster care.

*Multi-Disciplinary Team Case Conferences:* Child Welfare Services staff participate monthly in Multi-Disciplinary Team case conferencing facilitated by the FRCs in each community. Prevention families as well as Child Welfare Services families are discussed and services are identified by the team as a way to enhance collaborative efforts avoid duplication. The Multi-disciplinary team consists of the FRCs, CPS workers, Public Health Nurse, Substance Abuse Specialists, Early Mental and Developmental Health providers and other partners as needed.

#### *Interagency Agreement*

Solano County Child Welfare Services has participated in the Foster Youth Education Work Group, a community and cross system partner engagement and partnership. The work group met monthly to develop an interagency agreement targeted to improve the educational outcomes for students in foster care. The cross system partnership has included, but is not limited to, Solano County Department of Health and Social Services (HSS), Solano County Probation Department, Community Schools, Solano County Juvenile Court System and Community Partners (Group Homes, Aldea Treatment Foster Care, EMQ Family Foster Agency, CASA, Solano County Mental Health Department, Seneca, Foster Parent Association, Solano County Office of Education Foster Youth Services, and Special Education Local Plan Area. Members of the Interagency subcommittee meet monthly to develop strategies for addressing various topics targeted toward the prevention of child abuse and neglect.

#### *California Permanency for Youth Project (CPYP)*

Solano County is committed to the mission of permanency, and recognizes that every youth in foster care will establish permanent and caring relationships with the supportive adults in their lives. The goal of permanency is that no youth will leave the foster care system without a committed relationship to at least one adult. On October 15, 2008, Solano County held the California Permanency for Youth Training Kickoff and identified permanency as a priority. Solano County identified 20 youth who were part of a pilot project and focused on locating permanent connections. Since the kickoff, the focus of permanency has shifted from a pilot program to an agency wide practice. The agency currently hosts monthly CPYP meetings which provide a platform for staff to discuss their efforts at identifying permanent connections for youth on their caseloads. In addition, Permanency Team Meetings are scheduled for youth. The purpose of the Permanency Team Meeting is to bring all potential permanent connections and supports together to develop a plan for permanency, which is youth specific.

*California Connected by 25 Initiative (CC25I)* is a collaboration among Child Welfare Services, Probation, Court Appointed Special Advocates (CASA), Mental Health, the Office of Education, Foster A Dream and First Place for Youth, foster parents and youth the project to develop a comprehensive continuum of services that better connect transition age youth to opportunities, experiences and supports within the community. The goals of this initiative include reducing the incidence of homelessness, incarceration, etc. among youth and enabling them to succeed in adulthood. Funding for CC25I ends as of December; however, CWS is trying to continue the program.

*Youth Action Team (YAT)* was partially funded by the Stuart Foundation. The YAT involves youth in the planning for and implementation of services for this population as well as allowing them to give feedback and input on other agency various matters that affect all children in foster care.

*Permanency Planning Meetings* are facilitated on a semi-annual basis through CWS' Permanency Planning Unit on each youth in care. The Juvenile Court Judge developed a plan for a separate calendar time for transition age youth so more time could be spent during the court process in concentration on the youth's needs for a successful emancipation.

#### *Independent Living Skills Program (ILSP)*

In 2007, Solano County contracted with Alternative Family Services to provide Independent Living Program (ILP) services. Services are focused on individual case plans and services are tailored to each youth. Alternative Family Services provides an individualized program for 15 ½- 18 year old foster youth to assess and address their needs and provide a case manager and direct services to teach independent living skills, both core and academic (i.e. GED preparation, college applications, career building, job preparation, as well as recreation and community involvement). Aftercare services are provided to youth, ages 18-21, to assist them with self sufficiency. The agency also provides classes twice per month in Vallejo and Fairfield. The classes address the life skills relative to the needs of the population.

#### *Transitional Housing Placement Program (THP+)*

During 2007/08, CWS began the implementation of the Transitional Housing Program (THPPlus). First Place for Youth is the contracted THPPlus provider. The program has brought an expertise and commitment which has "fast forwarded" Solano's housing for Transition Age Youth (TAY). First Place for Youth provides safe, supportive, permanent, and affordable housing, intensive case management, advocacy and support to emancipated foster youth. Services are available to emancipated foster youth who were dependents of Child Welfare Services, ages 18-24. Eligible transitional age youth receive assistance with move-in costs, rent, food, self reliance planning, health and mental health needs, as well as employment and education. Recently, the THP program's budget has been reduced by \$160, 000, which will undoubtedly impact the services that can be provided to youth.

#### *Summer Camp*

For several years, Solano County foster youth have participated in our annual camping trip at Camp Rockin 'U. Camp Rockin' U is owned and operated by Environmental Alternatives Foster Family Agency and is located in Dobbins, Ca. Although, the camp is open to all children, they specifically desire to serve foster children. In July of 2009, 50 youth attended camp Rockin 'U and participated in swimming, archery, hiking and more. A positive outcome of this yearly event is that youth may be able to establish and preserve peer relationships.

#### *Independent City*

In April 2009, over 40 Solano County youth participated in Independent City. Independent City teaches youth life skills by using mock life scenarios developed to teach youth to live independently. The event planning was a collaborative effort between Solano County and community partners, including but not limited to Alternative Family Services, Solano County Office of Education, Solano Community College, CASA, foster parents, youth etc. Also of equal importance, the event was held at the Solano Community College, therefore acclimating our youth to the college experience.

### *College Tours for Youth*

A collaborative relationship with Solano County Office of Education has allowed our youth to participate in trips to UC Davis and CSU, Sacramento. Youth toured both campuses and learned about resources at each. While at CSU, Sacramento, youth learned about funding for education and participated in informative sessions on specific majors of their interest. While at UC Davis, youth shadowed students to their classes and learned about life on campus. (dependent on funding)

### *Challenge Course*

Solano County youth participated in the first Challenge Course, located on the CSU Sacramento campus. Participants learned team building, leadership, and trust building skills in a fun and safe environment. (dependent on funding)

*The Foster Youth Education Workgroup* established an agreement to encourage all participants work together to ensure student's health and educational records are current and accurate, that transfer of records occurs in a timely manner, that disputes regarding transportation or service delivery are resolved promptly, and that students in foster care are educated in the appropriate educational placement in the least restrictive environment. (Ed. Code 48850 & 49069.5, Gov. Code 7579.1) The work group finalized the agreement and it was been placed into effect in Dec. 2008.

CWS has an ongoing collaborative process with Mental Health to establish services for transitional age youth through the Mental Health Services Act. In addition, through the advocacy of the H&SS Director, the Workforce Investment Board (WIB) has planned to focus on services to transitional age youth, including foster care youth.

## **Probation - Service Array**

The Probation Department uses most of the services available through Child Welfare Services. The majority of probation youth in out of home care reside in group homes. Probation referrals to the FRCs for Title IV-E eligible youth are to provide family support and/or family preservation services that include but are not limited to the following:

- Parenting education classes
- Assistance with basic needs
- Assisting families to navigate through the complexities of social services

### Family Preservation:

The Family Preservation Program is designed to provide treatment interventions for minors and their families, with the intent of assisting them in addressing issues which will result in preserving the minor's place in the family and avoiding out of home placement. Probation staff work in partnership with Seneca Center to provide in-depth assessments, in home services and interventions for minors and their families. The extent and length of intervention is dependent upon the individual needs of the minors and their families. Community based services are also relied upon to provide certain components of the intervention and to support the minor and their families after program completion.

### Juvenile Cognitive Behavioral Groups:

The Probation Department offers three curricula facilitated by staff in an effort to assist in reducing recidivism and provide skills to the youth to assist in their development and decision making.

Misdemeanor Offender: The purpose of this course is to help participants take a look at how they are preparing for the future. Participants will determine if the things they are doing now will lead them to a

happy and successful future. The goal is for participants to learn from the mistakes they made in the past.

Anger Management: This program is designed to give participants the opportunity to learn and practice skills that will allow them to better control their lives. Participants will learn warning signs that signal emotional danger and use proactive choices to prevent problems and take charge of negative situations.

Gang Involvement: This program is designed to assist participants in understanding how the positives of gang membership (self-esteem, loyalty, financial security) are demonstrated in the community in a negative way. The program focuses on how positive choices reap rewards while negative choices lead to consequences. The goal is for participants to turn their lives around in a positive direction.

### **Probation - Array of Services to Achieve Permanency**

#### FFT:

In order to address and achieve permanency for youth in probation, we contract with a community based organization (Seneca Center) who offers Functional Family Therapy (FFT) services to selected youth and their families. FFT targets delinquent and troubled youth between the ages of 11 and 18, as well as their younger siblings. FFT is a short-term intervention (usually 90-120 days) which focuses on family and individual functioning within the multiple contexts in which adolescents and their families live. Services include clinical sessions, phone calls, group therapy and meetings involving other community resources and treatment providers.

#### Family Finding:

Family Finding is a promising practice based on the Kevin Campbell model aimed at connecting foster youth with extended family members. The model is designed to implement search strategies such as file mining and internet search tools to locate individuals that may have had or may offer a connection to a child who has been in the system and is preparing to exit. The focus for Probation is to connect all youth who have been in our system for a number of years and whose parents are unable to care for them, with an extended family member. The goal is to achieve permanency and establish life long connections to all youth who exit the juvenile justice system.

#### Juvenile Probation Placement Screenings:

When it is determined that a youth's delinquent activity or risk to community safety warrants out of home placement, the matter is screened with the Juvenile Probation Placement Screening Committee. The committee is comprised of two Supervising Deputy Probation Officers, and the Deputy Probation Officer of Record. The nature of the crime, along with family history, prior interventions, substance use, and motivation for the crime are discussed. The options available through the department and community are explored. After considering all the options, a decision is made which will hopefully provide treatment and resources while holding the youth accountable for his/her behavior. The recommendation is outlined in the Dispositional Report and presented to the Juvenile Court.

#### Juvenile Probation Case Plans:

Juvenile Probation develops case plans, pursuant to Division 31 Regulations, on all cases that come into their system. These case plans cover permanency issues and the services to be provided. The case plan is signed by the parent, child, probation officer, and probation supervisor, and updated every six months. In the event that the parent is unavailable, the case plan is mailed to the parent in order to keep them informed of the plan for the child.

<b>Glossary of Terms</b>	
<b>Term</b>	<b>Definition</b>
AB 636	The Child Welfare System Improvement and Accountability Act of 2001 (AB 636, Steinberg). Identifies and replicates best practices to improve child welfare service (CWS) outcomes through county-level review processes. Also referred to as California – Child and Family Service Review (C-CFSR).
C-CFSR	California Child and Family Services Review: See AB 636
Children	Under 18 years old.
Child Abuse and Neglect Prevention	W&I Code Section 18951 (e) defines "child abuse." Therefore, we may define "child abuse and neglect prevention" as: The prevention of (1) serious physical injury inflicted upon a child by other than accidental means; (2) harm by reason of intentional neglect, malnutrition, or sexual abuse; (3) lack of basic physical care; (4) willful mental injury; and (5) any condition which results in the violation of the rights or physical, mental, or moral welfare of a child.
Child Abuse Prevention Intervention and Treatment (CAPIT) Program	The Child Abuse Prevention Intervention and Treatment (CAPIT) program was established with the intent to address needs of children at high risk of abuse and neglect and their families by providing funding for child abuse and neglect prevention, intervention and treatment programs.
Child Abuse Prevention Coordinating Councils (CAPCs)	<p>Child Abuse Prevention Coordinating Councils (CAPCs) of California are community councils appointed by the county Board of Supervisors whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse. Their activities include: providing a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases, promoting public awareness of the abuse and neglect of children and the resources available for intervention and treatment, encouraging and facilitating training of professionals in the detection, treatment and prevention of child abuse and neglect, and recommending improvements in services to families and victims.</p> <p>CAPCs work in collaboration with representatives from disciplines, including: public child welfare, the criminal justice system, and the prevention and treatment services communities. Council participation may include the County Welfare or Children's Services Department, the Probation Department, licensing agencies, law enforcement, the Office of the District Attorney, the courts, the coroner, and community service providers such as medical and Mental Health Services, community-based social services, community volunteers, civic organizations, and religious community.</p>
Child Welfare Outcomes Improvement Project (CWSOIP)	The CWSOPI funds are intended to support county efforts to improve outcomes for children by providing counties with additional resources for activities such as: implementing new procedures, providing special training to staff or caregivers, purchasing services to meet unmet needs, conducting focus targeted recruitment of caregivers or improving coordination between public and/or private agencies
Children with disabilities	The term "children with disabilities" has the same meaning given the term "child with a disability" in section 602(3) or "infant or toddler with a disability" in section 632 (5) of the Individuals with Disabilities Education Act (IDEA). (42 U.S.C. 5116h)
Community-Based Child	The Community-Based Child Abuse Prevention (CBCAP) program



Abuse Prevention (CBCAP)	supports community based efforts to develop, operate, expand, enhance and network initiatives aimed at the prevention of child abuse and neglect. CBCAP supports networks of coordinated community resources and activities in an effort to strengthen and support families and reduce the occurrence of child abuse and neglect. CBCAP is intended to foster an understanding and appreciation of diverse populations to increase effectiveness in the prevention and treatment of child abuse and neglect.
Community Response ( <i>see also Differential Response</i> )	A proactive response for assessment of situations involving families under stress who come to the attention of the CWS but who do not present an immediate risk for child maltreatment. Provides families with access to services to address identified issues without formal entry into the system.
Concurrent Planning	The process of coupling aggressive efforts to reunify the family with careful planning for the possibility of adoption or other permanency options should circumstances prevent the child from returning home.
County Data Report	The County Data Report is a compilation of data provided by CDSS and is the basis of the County Self-Assessment. The Report includes: <ul style="list-style-type: none"> <li>• Child Welfare Participation Rates (i.e., rate per 1000 children, e.g., referrals, foster care entries, placement type, etc.)</li> <li>• Outcome Indicators</li> <li>• Process Measures</li> <li>• Caseload Demographics</li> </ul>
Differential Response	A graduated system for addressing referrals to the Child Abuse Hotline/Intake involving an initial assessment designed to identify immediate steps necessary to assure child safety and family engagement in such services as may be required to support them in performance of their parenting responsibilities.
Evidence-Based Programs and Practice	Evidence-based programs and practices (EBP) is an approach to social work practice that includes the process of combining research knowledge; professional/clinical expertise; and client and community values, preferences and circumstances. It is a dynamic process whereby practitioners continually seek, interpret, use, and evaluate the best available information in an effort to make the best practice decisions in social work. Valuable evidence may be derived from many sources – ranging from systematic reviews and meta-analysis (highest level of evidence) to less rigorous research designs (lower level of evidence).
Family Preservation	The term “family preservation services” means services for children and families designed to help families (including adoptive and extended families) at risk or in crisis to remain intact. These services include: <ul style="list-style-type: none"> <li>• service programs designed to help children, where safe and appropriate, return to the families from which they have been removed; or</li> <li>be placed for adoption, with a legal guardian, or</li> <li>if adoption or legal guardianship is determined not to be safe and appropriate for a child, in some other planned, permanent living arrangement;</li> <li>• pre-placement preventive services programs, such as intensive family preservation programs, designed to help children at risk of foster care placement remain safely with their families;</li> <li>• service programs designed to provide follow-up care to families to whom a child has been returned after a foster care</li> </ul>

	<p>placement;</p> <ul style="list-style-type: none"> <li>• respite care of children to provide temporary relief for parents and other caregivers (including foster parents);</li> <li>• services designed to improve parenting skills (by reinforcing parents' confidence in their strengths, and helping them to identify where improvement is needed and to obtain assistance in improving those skills) with respect to matters such as child development, family budgeting, coping with stress, health, and nutrition; and</li> <li>• infant safe haven programs to provide a way for a parent to safely relinquish a newborn infant at a safe haven designated pursuant to a State law. (42 U.S.C. 629a.)</li> </ul>
Family-to-Family Initiative	This initiative was developed in 1992 by the Annie E. Casey Foundation. It was field tested in communities across the country and was shown to effectively incorporate a number of strategies consistent with the values and objectives of the redesign of child welfare services. Currently, 25 counties are participating in the initiative
Group Home	Group homes provide the most restrictive out-of-home placement option for children in foster care. They provide a placement option for children with significant emotional or behavioral problems who require more restrictive environments. The licensed group home is defined as a facility of any capacity which provides 24-hour nonmedical care and supervision to children in a structured environment, with such services provided at least in part by staff employed by the licensee. Group homes run the gamut from large institutional type environments which provide an intense therapeutic setting, often called "residential treatment centers," to small home environments which incorporate a "house parent" model. As a result, group home placements provide various levels of structure, supervision and services.
Initial Assessment	The intake function, the focus of which is to learn more about the immediate safety issues for the child, as well as obtain background information about the parent through collateral contacts.
Maltreatment	An act of omission or commission by a parent or any person who exercises care, custody, and ongoing control of a child which results in, or places the child at risk of, developmental, physical, or psychological harm.
No Recurrence of Maltreatment	Federal Safety Measure S1.1: Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?
Non-Relative Extended Family Member	W&I Code 362.7; any adult caregiver who has established a familial or mentoring relationship with the child.
Promoting Safe and Stable Families (PSSF) program	The Promoting Safe and Stable Families (PSSF) program provides grants to states and Indian tribes to help vulnerable families stay together. The PSSF is 100% federally funded. In an effort to reduce child abuse and neglect, the PSSF program supports services to help strengthen and build healthy marriages, improve parenting skills and promote timely family reunification in situations where children must be separated from their parents for their own safety. The program works with state child welfare agencies to remove barriers that stand in the way of adoption when children cannot be safely reunited with

	their families. The Adoptions and Safe Families Act specifies that PSSF funds be allocated at a minimum of 20 percent to each of the following service components: Family Preservation, Family Support, Time-Limited Family Reunification, and Adoption Promotion and Support. Strong rationale must be presented if allocations fall below the 20% funding level.
Peer Quality Case Reviews (PQCR)	A key component of the C-CFSR designed to enrich and deepen understanding of a county's actual practices in the field by bringing experienced peers from neighboring counties to assess and help shed light on the subject county's strengths and areas in need of improvement within the Probation and CWS delivery systems and social work practice
Performance Indicators	Specific, measurable data points used in combination to gauge progress in relation to established outcomes.
Permanence	A primary outcome for CWS whereby all children and youth have stable and nurturing legal relationships with adult caregivers that create a shared sense of belonging and emotional security enduring over time.
Permanency Composite 3: Measure C3.3 In Care 3 Years of Longer	Federal Permanency Composite 3, Measure 3: Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer?
Placement Screening	An interdepartmental team decision making team designed to address the least restrictive alternatives to placement while assessing appropriate treatment case planning goals.
Program Improvement Plan (PIP) (federal)	A comprehensive response to findings of the CFSR establishing specific strategies and benchmarks for upgrading performance in California in all areas of nonconformity with established indicators.
Prevention	Service delivery and family engagement processes designed to mitigate the circumstances leading to child maltreatment before it occurs.
Ranch/Camp:	Camp programs typically utilize a behavioral modification model, operating with a positive reinforcement reward system. These programs are often isolated from the general community and support educational and vocational components for the youth. Additional therapeutic services are also available.
Resource Families	Relative caregivers, licensed foster parents, and adoptive parents who meet the needs of children who cannot safely remain at home. Resource families participate as members of the multidisciplinary team.
Risk, Safety, and Needs Assessments	<p>After the initial face-to-face assessment, there are subsequent meetings with the family to do a comprehensive assessment of strengths and needs, parental protective capacity, ongoing risks, and continued review of safety plans. If safety is a continuing concern and the case is being handled by the community network, the agency will re-refer the case to CWS. The nature of the case plan that emerges from the comprehensive assessment will differ based on what has to be done to assure safety, what the goals are for the case, and who should be involved in promoting the necessary changes within the family.</p> <p>Safety assessments will be done at multiple times during the life of a case. The first face-to-face assessment will be done when direct information is gathered as to the current safety and risk. Based on this initial assessment, safety plans will be put into place immediately,</p>

	as needed. By gathering information as to the concerns about the protection of the child, by exploring the protective capacity of the parents, and by preliminarily identifying needs for services, the worker will assess risk. As the case moves forward to comprehensive assessment and service planning, a more thorough understanding will be obtained of family strengths and needs, as well as changes that must be made to assure the ongoing safety and protection of the child. Decisions on case closure will also address safety, risk, and whether necessary changes to assure child safety have been made.
Safety	A primary outcome for CWS whereby all children are, first and foremost, protected from abuse and neglect.
Successful Youth Transition	The desired outcome for youth who experience extended stays in foster care, achieved by the effective provision of a variety of services (e.g., health and mental health, education, employment, housing, etc.) continuing through early adulthood, while simultaneously helping youth to maintain, establish or re-establish strong and enduring ties to one or more nurturing adults.
Structured Decision Making (SDM)	SDM is a computer based system that provides CWS case workers with simple, objective, and reliable tools with which to make the best possible decisions for individual cases, and to provide managers with information for improved planning, evaluation, and resource allocation. SDM provides case workers with clearly defined and consistently applied decision-making criteria for screening for investigation, determining response priority, identifying immediate threatened harm, and estimating the risk of future abuse and neglect. Child and family needs and strengths are identified and considered in developing and monitoring progress toward a case plan.
System Improvement Plan (SIP)	A key component of the C-CFSR, this operational agreement between the County and the state outlines a county's strategy and action to improve outcomes for children and families.
Time-Limited Family Reunification	<p>In general the term "time-limited family reunification services" means the services and activities described below that are provided to a child that is removed from the child's home and placed in a foster family home or a child care institution. The services and activities are also provided to the parents or primary caregiver of such a child in order to facilitate the reunification of the child, but only during the 15-month period that begins on the date that the child, pursuant to section 475(5)(F), is considered to have entered foster care.</p> <p>The services and activities described for time-limited family reunification include the following:</p> <ul style="list-style-type: none"> <li>• Individual, group, and family counseling.</li> <li>• Inpatient, residential, or outpatient substance abuse treatment services.</li> <li>• Mental health services.</li> <li>• Assistance to address domestic violence.</li> <li>• Services designed to provide temporary child care and therapeutic services for families, including crisis nurseries.</li> <li>• Transportation to or from any of the services and activities described in this subparagraph. (42 U.S.C. 629a.)</li> </ul>
Vulnerable Families	Families who face challenges in providing safe, nurturing environments for their children, including those demonstrating patterns of chronic neglect, those with young children (ages 0-5), those impacted by alcohol and drug abuse, homeless/poverty families, victims of domestic violence, and those with members

	whose mental health is compromised.
Workforce	A broad array of professionals and paraprofessionals who must come together to ensure the protection, permanence and well-being of children and families, including CWS at the county and state level along with such partners as resource families, community agencies, other public systems (e.g., mental health, education, public welfare, the court) and other service providers.

## REDUCTION IN THE RATE OF RECURRENCE OF MALTREATMENT (S1.1)

### ATTACHMENT A

**Problem:** Children with previous substantiated referrals of abuse and neglect are experiencing recurrence of maltreatment within 6 months. Between 1/1/08 and 6/30/08, 8.3% of Solano County children who had a prior substantiated CWS report experienced recurrence of maltreatment. In addition, Q1 2009 data indicates that Solano County is experiencing a higher rate of recurrence of maltreatment than in previous quarters.

**Contextual factors:** A lack of current family supports (material, social, & emotional); Reduction in local service system due to economic circumstances; Child characteristics (including presenting problems, health, and mental health); Parent characteristics (including substance abuse, mental health concerns, domestic violence, and poverty)

Resource Development (Inputs) →	Implementation Activities (Outputs) →	Interim Goals →	Long Term Goals
<ul style="list-style-type: none"> <li>Strengthen collaboration between CWS and FRC Network</li> <li>Continue to build agency support for Structured Decision Making program model</li> <li>Continue to build agency and community support for Team Decision Making meetings</li> <li>Continue to provide intensive short-term (30 day) case management in ER</li> <li>Continue to provide Voluntary Family Maintenance Services for up to six months</li> </ul>	<ul style="list-style-type: none"> <li>CWS staff will attend quarterly FRC Network meetings, and work together to create effective referral process</li> <li>100% implementation of the hotline and safety tools</li> <li>Focus TDMs on children removed or at imminent risk for removal</li> <li>Based on SDM Safety/Risk tools, SW will provide short-term intensive intervention services to appropriate families</li> <li>Based on SDM tools and/or TDM results, SW will provide VFM services</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced referral process will increase likelihood that clients will access available community based services</li> <li>Provide appropriate level of response and intervention and to ensure child safety</li> <li>Provide team assessment identifying support for child whether staying safely in/returning to home or removed or at risk for imminent removal</li> <li>Families and social workers establish a strength based relationship leading to engagement in community based services</li> <li>Families receive continued CWS and community support to address family issues and reduce risk for maltreatment</li> </ul>	<ul style="list-style-type: none"> <li>More families will receive necessary support services to prevent recurrence</li> <li>Resulting from appropriate level of intervention and services, families are strengthened and can better meet children's needs.</li> <li>More children remain at home or are placed with relatives</li> <li>Families develop increased skills to meet children's needs, and fewer children will experience recurrence of maltreatment</li> <li>Fewer children will experience recurrence of maltreatment</li> </ul>

# CWS AND PROBATION: REDUCTION IN THE RATE OF CHILDREN WHO REMAIN IN LONG TERM CARE (C3.3)

## ATTACHMENT B

### Problem: Solano County youth are remaining in care more than three years

Between 1/1/08 and 12/31/08, 56.8% of Solano County youth in foster care who were either discharged to emancipation or turned 18 while still in care had been in foster care for 3 years or longer. In addition, Q1 2009 data indicates that Solano County is experiencing a higher rate of youth remaining in long term care for 3 years or longer than in previous quarters.

**Contextual factors:** A lack of family supports (material, social, & emotional); Reduction in local service system due to economic circumstances; Unemployment rate quite high for youth leading to lack of income, homelessness, etc; Child characteristics (including presenting problems, health, and mental health)

Resource Development (Inputs)	Implementation Activities (Outputs)	Interim Goals	Long Term Goals
<ul style="list-style-type: none"> <li>Strengthen use of Family Finding and other such search tools</li> <li>Implement plan for improved concurrent planning developed in Adoption Unit assessment</li> <li>Continue to implement and strengthen CPYP strategies for permanence</li> <li>Continue to implement CC25I Initiative strategies</li> <li>Continue to build agency and community support for Permanency Team Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Utilize Family Finding immediately upon a child/youth's entry into care and throughout the life of the case</li> <li>Conduct Permanency Team Meetings for concurrent planning for each child/youth beginning upon entry into foster care</li> <li>Conduct team assessment targeted toward identifying and establishing supportive placement and services for each youth in care</li> <li>Facilitate and support CC25I workgroups to strengthen services and support available for transitional age youth</li> <li>Increase the number of staff, caregivers and community members who attend Permanency Team Meetings and contribute to planning for child/youth</li> </ul>	<ul style="list-style-type: none"> <li>Locate relatives or extended family members who can provide placement and/or support for child/youth and family and assist in establishing connections</li> <li>Develop concurrent plan for child/youth and begin to implement plan to extent possible while FR is ongoing</li> <li>Establish agency culture which supports and values CPYP strategies</li> <li>Implementation/enhancement of support services for transitional age youth as they transition out of care</li> <li>Supportive staff, caregivers and community members will help to engage youth in setting goals and following through with his/her individual plan</li> </ul>	<ul style="list-style-type: none"> <li>Prevent entry into care or facilitate timely exit into permanence</li> <li>Establish placement in permanent home and facilitate timely exit into permanence</li> <li>Established permanency plan for each youth in care as quickly as possible upon entry to care</li> <li>Youth exit care with a stable supportive system in place to ensure a successful transition to adulthood</li> <li>Youth will be motivated to follow through on plan and supported by the caregiver to exit care with a stable supportive system in place to ensure a successful transition to adulthood</li> </ul>



**Problem: Solano County Probation Youth are remaining in care 3 years or longer making it difficult to establish permanency; and/or youth are discharged into emancipation or turned 18 while in care and are without adequate resources/tools to assist in their transition from placement.**

**Contextual factors:** Lack of knowledge regarding proactive tools to locate relatives/caring adults that may assist in permanency efforts upon completion of placement program. Youth in care 3 years or longer often have a disconnect with family and community services to help them transition back to their community. There is a lack of departmental funding available to assist with transitional services for emancipated Probation Youth. Other factors include the youth's characteristics; including presenting delinquency, family issues, health, and mental health issues.

Resource Development (Inputs) ➡	Implementation Activities (Outputs) ➡	Interim Goals ➡	Long Term Goals
<ul style="list-style-type: none"> <li>Enhance the systematic approach to locating relatives and other caring adults to assist with permanency</li> </ul>	<ul style="list-style-type: none"> <li>All probation staff will attend mandatory Family Finding and Relative Placement training</li> <li>CWS will assist Probation utilizing their search engine to locate parents, relatives, or caring adults</li> <li>Staff to be made aware of services related to foster youth (ILP &amp; THP+) as well as non-profit organizations that offer services.</li> <li>Provide all Transitionally Age Youth (TAY) exiting the juvenile justice system or the detention facility that are 17 ½ and older with a resource binder to provide referrals and information for services as they approach adulthood</li> <li>Communicate to custody and field staff in unit meetings and provide a link to resource binders online for easier accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced systematic approach will enable location of supportive relatives and caring adults as well as available community resources</li> </ul>	<ul style="list-style-type: none"> <li>Transitioning youth will have stronger connections to supportive adults and services to enhance permanency</li> </ul>



<ul style="list-style-type: none"> <li>▪ Ensure that all relatives/caring adults are assessed before utilizing ranch, camp, foster care or group home placements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review case plans, CWS resources and other documents to determine location of relatives or other caring adults</li> <li>▪ During placement screening process, review all identified relatives/caring adults to determine appropriateness for placement and/or inclusion in aftercare plan</li> <li>▪ Outline in court report the rationale of placement decision being made to include the aftercare plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Apply permanency and connectedness practices to all case work at the beginning stages of the juvenile justice system</li> </ul>	<ul style="list-style-type: none"> <li>▪ The least restrictive alternatives are utilized when considering a minor's removal from parent or legal guardian</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure staff are aware of the relative approval process including funding, supervision, reporting standards, and expectations prior to placement</li> </ul>	<ul style="list-style-type: none"> <li>▪ All Probation staff will attend Family Finding and Relative Placement training</li> <li>▪ Information will be reviewed at Juvenile Division Meetings with Supervisors and Managers</li> <li>▪ Develop a tracking system through case audits or other statistics to monitor relative-NREFM placements and recertification</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff awareness will ensure that all placements meet the criteria set forth in Division 31 regulations</li> </ul>	<ul style="list-style-type: none"> <li>▪ All relative/ caregivers will complete the home approval process</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ensure staff are aware of community based services and referral process to initiate services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Juvenile Division staff will attend an informational meeting with the Family Resource Centers to become familiar with services</li> <li>▪ Develop an internal system to identify appropriate referrals</li> <li>▪ Staff will document referrals in the minor's case plan and monitor service delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff will be aware of all available services which will enable them to educate and refer youth, and/or relative/caregivers to appropriate community based services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Youth will have support systems in place prior to emancipation</li> </ul>

**SOLANO County CHILD WELFARE SERVICES  
PEER QUALITY CASE REVIEW**

**EXECUTIVE SUMMARY**  
*January 2010*

**Background**

The Peer Quality Case Review (PQCR) is one of three activities mandated by the California-Children and Family Services Review (C-CFSR, 2004) designed to help counties assess the effectiveness of child welfare practices across child safety, permanency and stability as well as in the areas of family connections and well-being. Solano County Health and Social Services Department, Child Welfare Services (CWS) and Probation's Juvenile Division partnered to study the outcome area of permanency. The process uses peers from other counties to promote the exchange of best practice ideas between the host county and peer reviewers.

**Data Sources/Methodology**

*Sample Selection*

In order to obtain qualitative information about factors important to placement stability and exits to permanency, a sample of cases that experienced placement stability and ones that did not were chosen by Child Welfare Services. Juvenile Probation chose both cases that had successful early exits to permanency and those that did not. During the first week in January 2009, information was gathered through structured interviews and focus groups on factors that may affect the focus areas of social work/probation practice, policies, procedures, barriers and challenges. Findings may be used to inform improvement recommendations for child welfare and probation practice, service capacity and training.

**CHILD WELFARE SERVICES**

*Findings*

**Broader System Issues**

- Need for Earlier, Concurrent, as Opposed to Sequential, Planning: There is a need to consider early a range of permanency options for a child and develop several concurrently.
- Thorough and Effective Assessments: There is a need for more consistent, effective early mental health, medical, behavioral, developmental and educational assessments for a child in order to effectively match them to the "first, best and last" placement. This also includes more time to get these done so that placement matching and decision making can be well informed.
- Mental Health Services are Difficult to Access: Early mental health assessments and services are difficult to access, particularly for children over age 5.

**Social Work Practice**

- Coaching, Mentoring and Supervision: Social Workers need more training and supervision in developing more complex clinical assessment skills. Social Workers also need support in on-going case assessment and court report writing.
- Better Relationships with the Court: There is a need for Social Workers to build better relationships with the Court and to better understand their role in carrying out the court's decisions.

- Better Relationships With Placement Staff: Social Workers and placement staff could develop stronger teaming to help locate the best placement and plan transitions for children. Placement and licensing staff could develop more teaming to better understand the qualities of the available foster homes.

## **PROBATION DEPARTMENT, JUVENILE DIVISION**

### *Findings*

#### **Broader System Issues**

- Need for Collaboration of Services: There is a need for more services for youth and families so that youth are successful in returning to the community. There is a need for all agencies to come together to support youth and families.
- Need for In-Home Supportive Services: There is a need for in-home supportive services for parents and children when a child returns from the more structured environment of placement back into the home.
- Engage with Intake Probation: The importance of engaging the family in a child's treatment efforts is essential to successful early permanency. Engaging the parent when the child first comes into Juvenile Probation would enhance the ability of the placement probation officer to engage parents in services.

#### **Probation Officer Practice**

- Treatment Facilities Can Make the Decisions: There is a need for Probation Officers to have the skills to connect with hard-to-engage parents and treatment facility staff to ensure that progress toward the case plan goals is being made.
- More Access to Supervisor: There is a need for more access between the Probation Officers and the supervisor as well as for more training opportunities

#### **Next Steps**

With the identified priorities in place, CWS will begin the next process in this cycle of continuous assessment, the County Self Assessment (CSA). The CSA is driven by a focused analysis of child welfare data. This process also incorporates input from various child welfare constituents and reviews the full scope of prevention, child welfare and probation services provided within the county. The CSA is developed every three years by the CWS and Probation in coordination with their local community and prevention partners.

**SOLANO CHILD AND FAMILY SERVICES  
SELF-ASSESSMENT REVIEW**

**EXECUTIVE SUMMARY**  
*September 2009*

**Background**

In 2001, the State Legislature passed the Child Welfare System Improvement and Accountability Act (AB 636) which mandates a process of continual system improvement for all counties. This process has three components: the Peer Quality Case Review (PQCR), the Self-Assessment (SA), and the System Improvement Plan (SIP). Solano County Child Welfare Services Division (CWS) is the lead agency for implementing this process locally.

The lead agencies for conducting these processes are the County Child Welfare Agency and the County Probation Department. These agencies have overall responsibility for the completion of the PQCR, SA and the SIP. The local Child Abuse Prevention Council and any representative from a County Board of Supervisors' designated commission, board, or council whose duties are related to child abuse and neglect prevention and intervention services shall be an active participant in the development of the CSA and the SIP.

**Purpose**

The CSA is the next process in the cycle. The CSA is driven by a focused analysis of child welfare data. This process also incorporates input from various child welfare constituents and reviews the full scope of child welfare and probation services provided within the county. The CSA is developed every three years by the lead agencies in coordination with the local community and prevention partners. Along with the qualitative information gleaned from the PQCR and the quantitative information contained in the quarterly data reports, the CSA provides the foundation and context for the development of the county three year SIP.

**Data Sources/Methodology**

The primary source of data for this process is the Child Welfare Services/Case Management System (CWS/CMS). In addition to quantitative data from CWS/CMS, CWS and Probation obtained qualitative data about systemic factors that impact the organization's capacity to deliver services. These data were gathered by the CWS SA Team, through a series of key stakeholder meetings and focus groups with managers, supervisors, staff, interagency and community partners, birth and foster parents, and the representatives from the Courts.

**Findings**

The completion of the 2009 SA process resulted in the proposal of one (1) County Juvenile Probation and two (3) Child Welfare performance measures and confirmation of the need for continued improvement on several systemic factors, as the focus for the next three-years:

**Measures**

1. In Care 3 Years or Longer (Emancipate/Age 18) (Probation)
2. No Recurrence of Maltreatment (CWS)
3. Exits to Permanency (24-Months In Care) (CWS)
4. Placement Stability (At Least 24 Months In Care) (CWS)

## ***Strategies***

### ***Child Welfare Services***

Due directly to the state of California's economy which has dictated a reduction in funding, CWS' philosophy for the near future is to strengthen and expand on the existing strategies rather than attempt to implement new ones. CWS is in the process of integrating a comprehensive approach to improved organizational performance through the enhancement of several initiatives focusing attention on the needs of transitional age youth and the development of outcome-based, policy-driven strategies that are consistent with the promotion of high standards of accountability, leadership, and excellence.

### ***Probation***

The focus for Probation will be centered on the Family Finding Strategies that Probation staff learned from recent CPYP and UCD Extension training, and identifying additional caregivers/relatives at the beginning of the Juvenile Justice process. This will occur when a minor either receives a citation or is booked into the Juvenile Detention Facility. Probation efforts in training will include not only all Juvenile Division field staff but also the staff at the detention facility since placement is at the end of the continuum of probation services. Probation will also continue to partner with Child Welfare Services on current initiatives to include CC25I and CPYP.

Although the impact of the current economic downturn will present significant challenges, Solano County is confident that with sound organizational reforms in place, CWS and Probation in conjunction with the local community and prevention partners will provide for the safety, permanency, and well-being- of children and families in need of protective services.

## ***Next Steps***

With the identified priorities in place, CWS will develop the operational agreement between the county and the state, the System Improvement Plan, that will lead the organizational direction over the next three years.

**ATTACHMENT F**

**Board of Supervisors Resolution Approving the System Improvement Plan**

## ATTACHMENT G



### AGENDA SUBMITTAL TO SOLANO COUNTY BOARD OF SUPERVISORS

SUBJECT		BOARD MEETING DATE	AGENDA NUMBER
Approve Establishment of a Child Abuse Prevention Council and Associated Actions and an Appropriation Transfer Request in the Amount of \$26,000 from Unanticipated Revenue (4/5ths vote required)		November 4, 1997	25
Department	Department of Health & Social Services Donald R. Rowe, Director Ext. 6643	Supervisory District Number All	
Noticed/Published Hearing Required		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

#### DEPARTMENTAL RECOMMENDATION:

The Department of Health & Social Services recommends that your Board:

- 1) Establish a Solano County Child Abuse Prevention Council with the following membership categories:
  - 3 members from Missing and Exploited Child Comprehensive Action Program (M/CAP)
  - 3 members from Partnership Against Violence, and;

Additional members from each of the following categories:

- law enforcement
- the District Attorney, or deputy
- a Judge
- the Coroner
- the County Counsel, or deputy
- children's medical and mental health services
- community based children's services
- public and private schools
- community representatives
- child protective services/public child welfare services
- child care and foster care licensing agencies
- the Probation Department

- 2) Amend a contract with the Children's Network in the amount of \$34,000 for the period of 1/1/98 to 6/30/98 to provide funding for 1.0 FTE staff support position and services and supplies necessary to support a Solano County Child Abuse Prevention Council.
- 3) Approve an Appropriation Transfer Request in the amount of \$26,000 from unanticipated

revenue to provide funding for the Children's Network for this purpose (4/5ths vote required).

- 4) Allocate \$8,000 from the Children's Trust Fund to the Children's Network Council to assist in funding staff support activities of the proposed Child Abuse Council.
- 5) Direct the Children's Network Council to return in three months to your Board for approval of the council by-laws and membership, first year proposed budget and work plan for the Child Abuse Prevention Council.

CAO RECOMMENDATION:

APPROVE DEPARTMENT  
RECOMMENDATION

SUMMARY/DISCUSSION:

As previously recommended by the Children's Network Council, their Board has set aside \$8,000 of the Children's Trust Fund annually to provide funding for the Child Abuse Prevention Council. This action is in accord with state statute and guidelines in W&I codes 18968 through 18983.4, which outlines county responsibilities for Child Abuse Councils and for utilization of the Children's Trust Fund.

Efforts have been on-going for the past three years to establish a functioning Child Abuse Prevention Council for Solano County as a means to improve public awareness and interagency coordination and collaboration to detect, intervene, and prevent child abuse. It appears that the success of this effort is dependent upon having adequate support staff within a nonprofit agency that has a strong demonstrated fiscal and children's advocacy track record. (Statute permits the use of a separate county office to provide for this function, but does not permit children's trust fund monies to be used by county-operated programs.) Attached is some national data on child abuse and neglect for your information.

The proposed Council needs to be established to comply with state guidelines, and to provide a forum for a focused effort to address child-abuse specific services and protocols across agencies and organizations.

The duties of this Council would include:

- a) To provide a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases.
- b) To promote public awareness about abuse and neglect of children and the resources available for prevention, intervention, and treatment.
- c) To encourage and facilitate training of professionals in the detection, treatment, and prevention of child abuse and neglect.
- d) To recommend improvements in services to families and victims of child abuse and neglect.
- e) To encourage and facilitate community-wide support for child abuse and neglect prevention and treatment programs.





# ATTACHMENT H

Board of Supervisors Resolution Identifying Commission, Board or Council for Administration of Counties Children's Trust Fund

26  
374  
118



**APPROVED**

APR 23 1996

BY *M. Sullivan*  
CLERK OF THE BOARD

AGENDA SUBMITTAL TO SOLANO COUNTY BOARD OF SUPERVISORS

<b>SUBJECT</b>		<b>BOARD MEETING DATE</b>	<b>AGENDA NUMBER</b>
Authorization to Increase Birth Certificate Fee, Pursuant to State Law (chapter 880)		4/23/96	24B
<b>Department</b>	Health & Social Services Moirra Sullivan, Assistant Director Extension: 6279	Supervisory District Number	All
Public Hearing Required		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

## DEPARTMENTAL RECOMMENDATION:

The Health and Social Services Department recommends that your Board amend, by adoption of the attached Resolution, Exhibit II to the Solano Code Section 11-110.3, charging an additional \$3.00 fee for certified copies of birth certificates, pursuant to legislation (SB 750; Chapter 880) to be deposited in the Children's Trust Fund for the purpose of child abuse and neglect prevention.

## CAO RECOMMENDATION:

## APPROVE DEPARTMENT RECOMMENDATION

### SUMMARY:

Solano County has previously established a Children's Trust Fund. A portion of fees charged for a certified copy of birth certificates is deposited into the Trust. Per Board direction, the Children's Network tri-annually makes recommendations to the Board regarding the use of these funds for child abuse and neglect prevention services in the community. Currently the portion of the fee deposited into the Trust generates approximately \$42,000 annually in revenue. Additional revenues are received from donation directly to the fund which are solicited by the Children's Network through a tax insert process. The additional \$3.00 fee will generate approximately \$31,500 annually. The increased fee will be utilized in part to fund the activities of a proposed Child Abuse Prevention Council in Solano County, and in part to augment prevention activities and direct services to Children at risk of abuse or neglect.

### DISCUSSION:

In October, 1995, the Governor signed legislation authorizing Counties to increase the fee charged for certified copies of birth certificates by \$3.00. The current fee is \$13.00; of which \$3.60 is deposited into the Trust. The increased amount must be deposited into the Children's

Auditor  
cc  
Recorder  
HSS

Trust Fund for the purpose of child abuse and neglect prevention. The Children's Network has been charged by your Board to make recommendations tri-annually with annual review regarding the use of these funds. It is intended that this procedure would continue, to include the increased fee amount.

The County may also establish a Child Abuse Prevention Council. Previously, such a council has existed in Solano County, but was discontinued. In 1982, the Board designated the Children's Network as the local non-profit agency responsible for the Children's Trust Fund, including the insurance of RFPs, recommendations to the Board of Supervisors, and contract management with agencies receiving funds. In the past, funds have been utilized to support programs such as "Just For Kids", Community Treatment Center, Shamaia House, and Youth and Family Services. At this time, the Children's Network is working with both M/CAP and the Solano Partnership Against Violence to explore the feasibility of re-establishing a Child Abuse Prevention Council. The purpose of this council (pursuant to section 18982 W&I code) is "to coordinate the community's effort to prevent and respond to child abuse" The council would:

- A) provide forum for interagency cooperation and coordination
- B) promote public awareness of child abuse and neglect, including resources for prevention
- C) encourage and facilitate training of individuals in the field
- D) recommend improvement in services, such as the creation of an MDIC
- E) encourage and facilitate community support for child abuse and neglect programs

It is the Networks recommendation that a portion of the funds from the increase in Children's Trust Fund revenues be reserved for the purposes of supporting this Council, to be released to the appropriate body when a workable plan has been developed. The planning, proposal development and approval process for the services to be provided with the balance of the funds will proceed permitting continuity of services. (The next round of funding becomes available July 1, 1996).

#### **ALTERNATIVES:**

The Board could choose not to approve the increase fee, resulting in fewer dollars available for child abuse prevention activities, and presumably, increased cost to child abuse interdiction and treatment activities.

#### **OTHER AGENCY INVOLVEMENT:**

The Children's Network, District Attorney, M/CAP, and the Partnership Against Violence participated in the development of the recommendation to increase the fee and to pursue establishment of a Child Abuse Prevention Coordination Council. The County Administrator's Office has reviewed this item. The Recorder's Office has been apprised of the recommendation to increase the fee.

**FINANCING:**

Fees are currently collected for the issuance of certified copies of birth certificates by the Health & Social Services Department and the Recorder's Office. A portion (\$3.60) is deposited currently into the Children's Trust Fund, pursuant to law, a portion is distributed to the State(\$2.80) and the balance is retained to offset the County's Recorded and Vital Statistic operations. The Local Registrar and County Recorder may retain an amount not to exceed 10% to offset the administrative costs of collecting these fees, pursuant to (Section 10605 of the Health and Safety code). There is no net County cost associated with the recommendation.

**DEPARTMENT HEAD SIGNATURE:**

  
\_\_\_\_\_  
Donald R. Rowe, Director  
Health and Social Services Department

4-16-96  
Date

- Attachment 1. Resolution of the Board of Supervisors of Solano County Adopting a Fee increase for certified copies of Birth Certificates.
- Attachment 2. Public Hearing Notice Publication.
- Attachment 3. Exhibit II to Solano County Code Section 11-110.3.

**SOLANO COUNTY CHILD ABUSE PREVENTION COUNCIL**  
Membership and Vacancies as of January, 2009

Category	Slot	Member	Agency	Address	Phone	Other Phone	Fax	Email	Date of Appointment
Solano Partnership Against Violence	1	Vacant							
Children's Medical & Mental Health Svcs	1	Pamela Y. Dixon	Public Health Division of Solano County H&SS	365 Tudumme St., Vallejo 94590	563-6124	563-6422	563-5849	pdixon@solanocounty.gov	3/28/2008
	2	Yolanda Boromo	Norco Bay Medical Center	1250 B Gate Wilson Blvd.	423-7740		423-6814	yboromo@norcohealth.org	6/9/2008
	3	Vacant							
	4	Vacant							
Community Based Children's Organizations	1	Denise McBride	Solano Family & Children's Services	421 Executive Court, Susan 94586	863-3950 Ext 122		863-3975	denise.mcbride@solanofcs.org	3/28/2008
	2	Pat Nicodemus	Solano County Youth & Family Services	1745 Enterprise Dr., Bldg 2, Ste. 1, 64, Fairfield 94533	427-6040	427-6640 ext 202	427-6949	patn@scyfs.org	6/9/2008
	3	Willie Graham	Pastor	279 Colonial Circle, Vacaville 94987	489-6604	452-1211	452-1211	wygraham@vacavillead.org	6/8/1998
	4	Felicia Curtis (pending)	Community Member	475 Union Ave., Fairfield, Ca 94503	208-3980	425-5694	425-9880	felicia@vacavillead.org	5/23/2008
	5	Louise Harris	ALDEA	1125 Mesquite St., #201, Fairfield 94533	425-2980	ext 127	425-8132	lharris@vacavillead.org	6/9/2008
	6	Dabbi Davis	Children's Nursing Project	912 Linwood St., Susan 94586	425-0258	580-7849	603-2066	dabbi@vacavillead.org	5/9/2008
	7	Jessica Rivera (pending)	Child Starthead Start	439 Devin Rd., Napa, Ca 94558	252-4931x2013			jessica@vacavillead.org	5/9/2008
	8	Gene Horat	Director - Rainbow Children's Center	603 Merchant St., Vacaville 94986	448-0963		448-1306	gene@vacavillead.org	5/9/2008
	9	Linda Turner (pending)	L.A.S.T. Transition House	190 Camino Rock Dr., Vacaville, 94987	430-9307			lturner@vacavillead.org	5/9/2008
	10	Latrina Muchan (Pending)	Family Advocacy Outreach Manager TAIFB	101 Bodin Circle, TAIFB 94533	(707)423-6165 or 430-9307	DSN 789-5165		latrina@vacavillead.org	5/9/2008
Public and Private Schools	1	Becky Cruz	Solano County Office of Education	4522 Alameda Road, Fairfield 94533	438-3675			bcruz@solanocountyofficeofeducation.org	8/7/2007
	2	William Harster	Clayton Pastor, Governing Board VUSD	148 South Orchard Avenue, Vacaville 94988	448-1011		453-8099	wharster@claytonvcsd.org	3/28/2008
Child Care/Foster Care	1	Dodie Fair	Pres. Foster Parent Assoc.	5449 Midway, Vacaville 94988	663-0905	675-0752	663-0905	dodiefair@vacavillead.org	6/9/2008
	2	Lori Cortes (recently resigned)	Foster a Dream	77 Solano Sq., #133, Benicia 94510	747-0100	747-0101		lori@fosteradream.org	11/8/2008
Community Representative (from each city district)	1	Vacant	District 1 - Kordylis						
	2	Vacant	District 2 - Seller						
	3	Vacant	District 3 - Sporting						
	4	Dorothy Bryant Steele	District 4 - Vacquez	909 Linden Ave., Fairfield 94533	421-0511			dteale@vacavillead.org	11/2/2004
	5	Marla Moses	District 5 - Reagan	600 Union Ave., Fairfield 94533	434-0346			marla@vacavillead.org	11/1/2007
Solano County District Attorney	1	David Paulson	District Attorney	600 Union Ave., Fairfield 94533	784-6800		421-7986	david.paulson@solanocounty.ca.gov	n/a
Solano County Courts	1	Frances Hu	Domestic Violence Coordinator	600 Union Ave., Fairfield 94533	421-7829		421-7817	frances@solanocounty.ca.gov	5/19/2008
Solano County Sheriff	1	Lt. Mitch Mashburn	Administrative Sergeant	530 Union Ave., Fairfield 94533	421-7134 Office	9-8297 H/301-6332 C		mitch.mashburn@solanocounty.ca.gov	7/25/2008
Solano County Counsel	1	JoAnn Parker	Deputy County Counsel	580 Texas St., Fairfield 94533	784-6153		432-3559	joann.parker@solanocounty.ca.gov	5/23/2008
Solano County Public Children's Services (inc. CPS Representative)	1	Linda Orante	Deputy Dir. Of Adult/Child Welfare Services	275 Beck Ave., MS 2-380, Fairfield 94533	784-8331		784-7769	lorante@solanocounty.ca.gov	3/28/2008
	2	Susan Dolan	Child Protective Services	275 Beck Ave., MS 2-380, Fairfield 94533	784-0426		784-8426	susan@solanocounty.ca.gov	4/24/2007
Solano County Probation Department	1	Stephano Ladd (none voted)	Probation Department/CRP	1865 W. Texas St., #16, Fairfield 94533	784-7815			sladd@solanocounty.ca.gov	3/28/2007
Local Law Enforcement	2	Vacant							

## SOLANO CHILDREN'S ALLIANCE

Category	Agency	Member	Address	Phone	Email Address	Term
One representative from each county agencies providing children's services	Mental Health	Sonja New	1745 Enterprise Bldg. 2, Ste. 2A, Fairfield 94533	707 566 4900	snnew@solanocounty.com	8/8/2007
	Child Welfare	Linda Orrante	275 Beck Ave., MS 2-380 Fairfield 94533	707 784 8331	lorrante@solanocounty.com	9/2/2008
	Probation	Donna Robinson	475 Union Ave., Fairfield 94533	707 784 7614	drosbnsn@solanocounty.com	4/24/2009
	Office of Education	Cheryl Lynn de Wierf	5100 Business Center Dr., Fairfield 94533	707 569 4408	cdewierf@aglaonline.net	8/7/2009
	Substance Abuse	Laurel McCarthy	275 Beck Ave., MS 5-160, Fairfield 94533	707 784 8808	lmccarthy@solanocounty.com	6/5/2009
Law Enforcement	Public Welfare	Gail Jack	355 Tuolumne St., MS 20-310, Vallejo 94590	707 553 3880	gjack@solanocounty.com	8/22/2008
		VACANT				
		VACANT				
Foster Parent Community/Out-of-home		VACANT				
	CASA	Maria Moses	600 Union Ave., Ste. 204, Fairfield 94533	707 426 3129	mmoses@cassafairfield.org	6/5/2008
		VACANT				
		VACANT				
Sofano Community College; Local School District	Youth & Family Services	Key Bosick	1017 Tennessee St., Vallejo 94590	707 547 1520	keyb@yfs.org	8/7/2009
	VACANT					
	Families First	Nan Thibodeaux	2500 N. Texas St., Suite A, Fairfield, 94533	707 372 6126	nthibodeaux@familiesfirstinc.org	1/1/2009
		Gale Bowen - Pending				
	North Bay Regional MC	Michael Jereb	10 Executive Court, Napa 94556	707 255 1284	michaelj@nbc.org	8/22/2008
Community based programs providing services for families & children	Healthy Start/FTRC	Ava Dineen	1600 Kidder Avenue, Fairfield 94533	707 421 3224	avaand@fmail.fairfield.k12.ca.us	8/22/2008
	VACANT					
	VACANT					
	VACANT					
	VACANT					
Community members and consumers		Phyllis Harrison	1408 Roldeen Drive, Vallejo, CA 94589	707 545 7883	harrisonp82smat@yahoo.com	9/8/2007
		VACANT				8/22/2008
Housing/Development		VACANT				
	Prosecuting Attorney	David Paulson	675 Texas St., Ste. 4500, Fairfield 94533	707 784 8800	dpaolson@solanocounty.com	
	Child Abuse Prevention Council	Debbi Davis	1018 Driftwood Dr., Suisun City 94585	707 425 0268	Dleedsdavis@aol.com	8/7/2009
	Child Care Planning Council	Christie Speck	4001 Suisun Valley, Suisun City 94585	707 864 7163	Christie.Speck@solanocounty.org	1/1/2009
	Maternal Child & Adolescent Health	Jewel Fink	999 Broadway Street, Vallejo 94590	707 551 7753	jfink@paphastadale.org	8/7/2009
	Solano Partnership Against Violence	Charlie Sprulli	630 Merchant Street, Vacaville 95688	707 466 6607	csprulli@cityofvacaville.com	9/8/2007
	First 5 Solano	Venise Jones Boyd	2300 Boynton Ave., Ste. 204, Fairfield 94533	707 784 1137	venise@solanocounty.com	8/7/2009
	JJDPC	John L. Lawson	1652 Rose Dr., Benicia 94510	707 745 3375	jlawson@jmsn.com	8/22/2008
	Dept. of Child Support Services	Pamela Fosselin	435 Executive Ct. North, Fairfield 94533	707 784 7210	pfosselin@solanocounty.com	2/1/2008

**Figure 1** The effect of the concentration of the solution on the adsorption capacity of the adsorbent.

[illegible]

## Attachment K: BOS Notice of Intent

(See page 34, RFP Process)

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY

CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

### NOTICE OF INTENT CAPIT/CBCAP/PSSF PROGRAM CONTRACTS FOR SOLANO COUNTY

**PERIOD OF PLAN (MM/DD/YY): 01/16/10 THROUGH (MM/DD/YY) 01/15/13**

The undersigned confirms that the county intends to contract, or not contract with public or private nonprofit agencies, to provide services in accordance with Welfare and Institution Code **(W&I Code Section 18962 (a)(2))**.

In addition, the undersigned assures that funds associated with Child Abuse Prevention, Intervention and Treatment (CAPIT, Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) will be used as outlined in statute.

The County Board of Supervisors designates Solano County Child Welfare Services as the public agency to administer CAPIT and CBCAP.

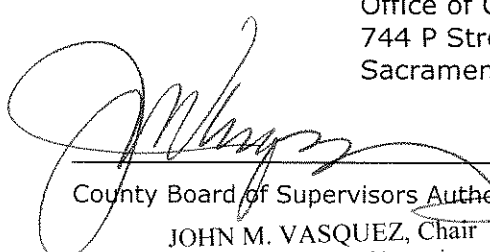
**W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF.** The County Board of Supervisors designates Solano County Child Welfare Services as the public agency to administer PSSF.

Please check the appropriate box.

- ☒ The County intends to contract with the public or private nonprofit agencies to provide services.
- ☐ The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with \_\_\_\_\_ County to provide administrative oversight the projects.

In order to receive funding, please sign and return to Notice of Intent with the County's System Improvement Plan:

California Department of Social Services  
Office of Children Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

  
\_\_\_\_\_  
County Board of Supervisors Authorized Signature

JOHN M. VASQUEZ, Chair  
Solano County Board of Supervisors

\_\_\_\_\_  
Print Name

2/2/10  
\_\_\_\_\_  
Date

\_\_\_\_\_  
Title